

Final for Feedback

October 27, 2021



2022 - 2025 STRATEGIC Plan

Appendix 1



Land Acknowledgement

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

Indigenous people of primarily Cree, Dakota and Saulteaux descent have called 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 (City) 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.



Reconciliation
SASKATOON

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miyo-pimatisiwin • the good life for all

City Council and the Administration are dedicated to **improving the lives** of all who call Saskatoon home.

The **2022–2025 Strategic Plan** outlines our commitment to delivering excellent core services, moving forward on Council’s priorities and advancing our internal transformational change initiatives.

The Strategic Plan strikes a balance between fiscal responsibility and strategic investment. It has been developed with the community’s collective vision in mind—a safe and vibrant city for all.

Our goal is to provide customer-centric, equitable and accessible public services to support the realization of **miyo-pimatisiwin**, (me-o-pi-ma-ti-si-win) “the good life,” for all residents.

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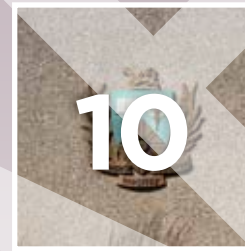
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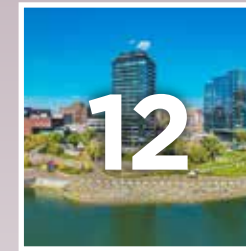
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**Mayor and
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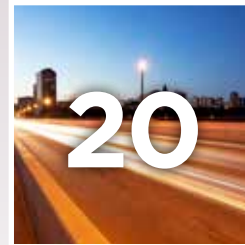
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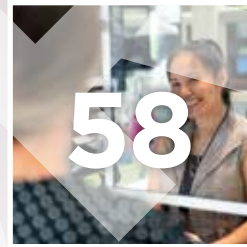
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Advance City Council Priorities



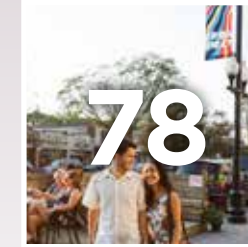
Downtown Event & Entertainment District



Deliver Excellence in Core Services and Operational Priorities



Drive Corporate Transformational Change



Glossary

Introduction

The **2022-2025 Strategic Plan** is a guiding document that sets direction and priorities for the City of Saskatoon over the next four years. Along with the Official Community Plan and the Multi-Year Business Plan and Budget, the Strategic Plan ensures City programs and services continue to address the changing needs of our community, while keeping within our financial means.

The development of the **2022-2025 Strategic Plan** is based on a new framework and planning process that will continue to be refined and strengthened over the next few years. These improvements will enable future strategic plans to be developed in a transparent, thorough and consistent manner.

miyo-pimatisiwin, a Cree phrase that translates as “the good life,” is the theme of the 2022-2025 Strategic Plan. It speaks to our collective ambition to be a city where everyone can aspire to a good life.

We recognize that systemic barriers in our community continue to leave some residents behind and that the global COVID-19 pandemic has heightened these inequities.

Individuals, families and businesses have also been adversely impacted. While this Strategic Plan does not offer all the solutions, with input from the public, Council and City Administration, it outlines important work that needs to be done to keep all of us moving forward.

miyo-pimatisiwin speaks to the resilience of Saskatonians. It encourages us to continue to work toward genuine and meaningful reconciliation. It gives us hope in our ability to recover after a devastating global pandemic.

“ The development of the 2022-2025 Strategic Plan is based on a new framework and planning process that will continue to be refined and strengthened over the next few years. ”

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Saskatoon At a Glance

(2020 unless specified with latest data available)

Population of Saskatoon

280,174

Statistics Canada Estimate 2020

Median Age

35.8

2016 Census

Population Growth

5,021

Based on Statistics Canada Estimate 2020

Unemployment Rate

9.63%

Conference Board of Canada Estimate 2020

City Area

236.34 km²

City of Saskatoon, 2020

Single Family Housing Starts

774

Conference Board of Canada Estimate 2020

Total Building Permits Issued

3,746

City of Saskatoon, 2020



Photo credit: Tourism Saskatoon

Message from the Mayor

Cities are at the forefront of navigating many of the most complex issues of our changing world.

This has certainly been true for our community as we navigate the global COVID-19 pandemic. We have learned that we are more innovative and adaptable than we ever would have imagined. We have found ways to improve the city during the pandemic, but we are also making changes that will last into the future.

The theme for the **2022-2025 Strategic Plan, miyo-pimatisiwin**, is a Cree phrase that translates as “the good life.” **miyo-pimatisiwin** can be understood as the realization of healing and lifelong learning. The healing it speaks of is the restoration of wholeness, balance, relationships and harmony. These are very relevant teachings for the time we are in.

We have seen the importance of these teachings throughout the COVID-19 pandemic. We have come to realize the fundamental importance of relationships, collaboration and supporting people from all parts of our community.

This Strategic Plan will help position Saskatoon for success as we continue to manage the impacts of the pandemic while moving into the future. I, along with each City Councillor, have been empowered with leadership roles in 10 different priorities. These priorities are the building blocks of a sustainable, strong, progressive city with a good quality of life and opportunities for all.

I want to thank the incredible team, both Administration and Council, who have worked to develop this Strategic Plan. They have been working every day to ensure Saskatoon is moving in a positive direction.

No one department can build a great city on its own. We build a great city by working together, and I’m so excited to see what we can accomplish with our renewed Strategic Plan.



Charlie Clark
Mayor

DRAFT

“(Council) priorities are the building blocks for a sustainable, strong, and progressive city with a high-quality of life and opportunities for providing a good life for all citizens.”



Mayor and City Council

In its 2017 strategic planning process, City Council adopted a new leadership model that empowered Councillors to take leadership roles in 10 Strategic Priority areas.

Meaningfully engaging citizens and stakeholders to develop real community ownership in addressing these challenges for the City is a critical piece of this new approach.

In 2021, there was a renewed commitment to continue using this leadership model in the development of the **2022-2025 Strategic Plan** but to update the City Council Priorities.



CHARLIE CLARK

MAYOR

Council Priority
Reconciliation, Equity,
Diversity and Inclusion



DARREN HILL

WARD 1

Council Priority
Economic
Development



HILARY GOUGH

WARD 2

Council Priority
Community Safety
and Well-Being



DAVID KIRTON

WARD 3

Council Priority
Engagement on
Infill and Growth



RANDY DONAUER

WARD 5

Council Priority
Regional Planning



MAIRIN LOEWEN

WARD 7

Council Priority
Environmental
Sustainability



BEV DUBOIS

WARD 9

Council Priority
Transportation



TROY DAVIES

WARD 4

Council Priority
Recreation, Culture,
and Leisure



CYNTHIA BLOCK

WARD 6

Council Priority
Downtown
Development



SARINA GERSHER

WARD 8

Council Priority
Environmental
Sustainability



ZACH JEFFRIES

WARD 10

Council Priority
Smart City

Message from the City Manager and Executive Leadership Team

Saskatoon is a phenomenal city. We have a thriving Downtown, a diverse and resilient economy, and a spectacularly beautiful river valley for all to enjoy. Saskatoon is known for being a great place to live due to the quality of life we've come to enjoy.

Our city is also recognized globally as a centre for education, innovation, and creativity. With our competitive tax policies and stable governance system, Saskatoon is a lucrative place to invest and do business.

But there is more to do. Much more. As proud as we are of the city we've inherited from our predecessors and what we've achieved, the City of Saskatoon is moving forward with unprecedented momentum. **We don't have a modest vision; we have a bold vision of our community and how our Administration will deliver services in the future.**

This bold vision and how we will achieve it are outlined in this **2022-2025 Strategic Plan**. This guiding document outlines the specific outcomes that City Council and Administration will work on together over the next four years.

This plan was developed during the COVID-19 pandemic, when, along with the rest of the world, we faced unprecedented challenges that tested our strength, spirit and resiliency. We also faced a harsh reckoning with the announcements of unmarked graves discovered at the

former sites of Indian residential schools. These watershed moments remind us of how critical it is to come together as a community.

By working together and leaning into our core values, we overcame obstacles and learned how adaptable and resilient we could be. Now, more than ever, we appreciate the importance of our quality of life here in Saskatoon. And we've renewed our focus on what really matters – supporting our people and our communities.

The theme for the **2022-2025 Strategic Plan**, **miyo-pimatisiwin**, is a Cree phrase that translates as “the good life.” It reflects our journey towards healing and balance and the importance of lifelong learning and improving.

The Strategic Plan is a road map that will provide a focus for the work of thousands of City employees over the next four years. There is a lot of work ahead of us, and we are up for the challenge. We look forward to working together with residents, community leaders, businesses and institutions to deliver this plan for the people of Saskatoon.



Jeff Jorgenson
City Manager

DRAFT



Lynne Lacroix,
General Manager, Community Services



Kerry Tarasoff,
Chief Financial Officer & General Manager



Angela Gardiner,
General Manager, Utilities & Environment



Jeff Jorgenson,
City Manager



Sarah Cameron,
Chief Human Resources Officer



Terry Schmidt,
General Manager, Transportation & Construction



Adam Tittlemore,
City Clerk



Cindy Yelland,
City Solicitor



Mike Jordan,
Chief Public Policy and Government Relations Officer



Celene Anger,
Chief Strategy & Transformation Officer



Morgan Hackl,
Chief of Saskatoon Fire

Governance Excellence

The **City of Saskatoon** is the order of government closest to the people it serves. Decisions made at the municipal government level have the greatest impact on residents and the community in which they live.

This is why it is important to understand how City decisions are made and how people with diverse interests, backgrounds and abilities can participate in the process. Accountability, transparency and responsiveness are foundational elements of the City's governance excellence.

City Council is at the centre of all policy, program and service level decisions. This principle is enshrined in legislation, whereby a city is required to act through its council. Council provides strategic and policy direction to the City's Administration for implementation.

Council committees focus on specific policy areas, such as transportation or the environment. This creates additional opportunities for individuals and groups to make their voices heard in the policy process. Residents can do this, for example, by providing written comments about a potential issue to Council or a committee or by asking to address an item at a public meeting.

City Council (Council) and Council committee decisions are made in public. Topics are typically disclosed publicly on agendas several days before scheduled meetings. While limited discussion of specific items can occur privately (In Camera), topics must always be disclosed. As transparency is a core pillar of the governance system, the City limits items discussed behind closed doors.

Council meetings are public, live-streamed, recorded and available for playback. Minutes of all meetings are posted publicly.

Internal governance is also important, and focuses on how the Administration functions and makes decisions. This Administrative decision-making framework is constantly evolving so that it can efficiently and effectively implement Council's policy direction.

Learn more about the City's decision-making process at saskatoon.ca/city-hall.

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“Accountability, transparency and responsiveness are foundational elements of the City’s governance excellence.”



Our Guiding Framework

The development of the **2022-2025 Strategic Plan** presents an opportunity to strengthen our planning process and create a new framework for future Strategic Plans.

A Re-energized Process

The renewed strategic planning process identifies where we are now, where we want to be at the end of a specified period, what we need to do to get there, and how we monitor progress on an ongoing basis.

The Strategic Plan is the major output of the strategic planning process. Departmental business plans and individual work plans all align with the Strategic Plan. This alignment ensures Council and Administration are working toward the same outcomes and optimizing resources by focusing on the right initiatives.

The new Strategic Plan is a direction-setting document. It outlines the work the Administration needs to do to achieve the City's Strategic Goals over the next four years.

A New Strategic Plan: An Enduring Framework

The **Strategy House** is our new framework for creating and bringing together the various components of the Strategic Plan.

Certain elements of the **2018-2021 Strategic Plan** are part of this new framework, including the Vision, Mission, Values, Purpose and Strategic Goals. These have been developed over many years with the involvement of the public, Council and Administration, and they remain relevant today.

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Our Guiding Framework

The new components of the framework are built from **three pillars**. These pillars highlight the work we need to do to achieve our Strategic Goals.

**Advance
City Council's
Priorities**

**Deliver Excellence
in Core Services
and Operational
Priorities**

**Drive Corporate
Transformational
Change**

The pillars draw on contributions from the public, Council and City employees. In some cases, work across the three pillars is interwoven, emphasizing the interdisciplinary nature of the effort required to achieve our Strategic Goals. For this reason, certain themes are repeated in different parts of the Strategic Plan.

Outcomes are developed from the pillars.

Key Actions define the work necessary to achieve the identified outcomes.

The new framework is not a finished product. In 2021, the focus was on creating the foundational elements of an enduring framework, building the pillars and identifying the outcomes and key actions.

In 2022, the City will work on developing meaningful key performance indicators and targets to help measure the progress we are making on implementing the Strategic Plan. We will also reinforce our ability to select, prioritize and execute the right initiatives to ensure we are achieving our Strategic Goals.

This new framework and future improvements will build greater clarity and consistency into the City's processes for developing, executing and monitoring its Strategic Plan.

The **2022-2025 Strategic Plan** is a 'living document'. It will be monitored on a regular basis to assess progress and support successful outcomes.

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“ This... Plan is a ‘living document’. It will be monitored on a regular basis to assess progress and support successful outcomes.”



Our Vision

Saskatoon is a great place to live, work, learn and play.

Our Mission

Our Corporation, the City of Saskatoon, exists to provide excellence in local governance and public service delivery.

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ONE CITY...

We are *ONE CITY*. City Council and Administration working together to best serve the residents of Saskatoon.

We are creating a collaborative culture where we are all knit together through our vision, mission, and common purpose enabling each of us to reach our high-performance potential.

Our unified strategy and shared values drive us to provide excellence in our local governance and core service delivery.

We work together to make Saskatoon a *great place to live, work, learn and play.*



Our Purpose

Our Purpose describes the reasons we come to work every day.

- **We are making** Saskatoon a great place to live, work, learn and play every day.
- **We are exceptional** in delivering public services.
- **We are creating** a welcoming workplace where each of us are encouraged to realize our full potential.
- **We are innovative** and unleash creative solutions and investments that contribute to a great city.
- **We are building** a sustainable future upon our predecessors' legacy and history of success.
- **We adopt and support** behaviours that reduce the environmental footprint of the city.

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Building on our Vision and Mission, City employees have crafted purposed statements to articulate why they come to work everyday.

These statements capture the energy and dedication of our workforce, and their commitment to serving the residents of Saskatoon.



Our Values

PEOPLE MATTER

We work together as one team, seek input when it matters, support each other to grow and be our best selves, and foster a culture where we use our voices to drive change.

RESPECT ONE ANOTHER

We value the diversity each of us brings, celebrate our successes – big or small, and take the time to listen, understand and appreciate each other.

ACT AND COMMUNICATE WITH **INTEGRITY**

We are honest and take ownership of our actions, transparent in our decision-making, and question actions inconsistent with our values.

SAFETY IN ALL WE DO

We never compromise on the safety, health and well-being of ourselves and those around us. We put safety at the forefront of all decisions and take responsibility to act on unsafe or unhealthy behaviours.

TRUST MAKES US STRONGER

We depend on each other and know we will do what we say. We assume the best of others and support, inspire and empower each other every day.

COURAGE TO MOVE FORWARD

We lead and embrace change, think outside the box, and ask the tough questions.

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Every successful organization has a set of core values to assist employees in achieving their goals, as well as for the organization.

Core values are at the heart of our organization's identity and form the foundation that shapes our culture and guides us in everything we do.



Strategic Goals

The Strategic Goals are based on areas that the community, Administration, and City Council identified as important to realize the long-term vision of Saskatoon as *a great place to live, work, learn and play*.



**ASSET &
FINANCIAL
SUSTAINABILITY**

**Saskatoon invests
in what matters.**



**CULTURE OF
CONTINUOUS
IMPROVEMENT**

**Saskatoon is the best-
managed city in Canada.**



**ENVIRONMENTAL
LEADERSHIP**

**Saskatoon grows in
harmony with nature.**



**MOVING
AROUND**

**Saskatoon is a city
on the move.**



**QUALITY
OF LIFE**

**Saskatoon is a warm and
welcoming place for all.**



**SUSTAINABLE
GROWTH**

**Saskatoon is known
for smart, sustainable
growth.**



**ECONOMIC
DIVERSITY &
PROSPERITY**

**Saskatoon thrives
thanks to a diverse local
economy.**

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When you think of a high performing organization, one of the measures of success is alignment of purpose. This means ensuring everyone at all levels of our organization are working together to achieve a common goal.

The **2022-2025 Strategic Plan** reflects the needs of the people of Saskatoon and seven goals based on areas the community, administration and City Council have identified.



Pillars

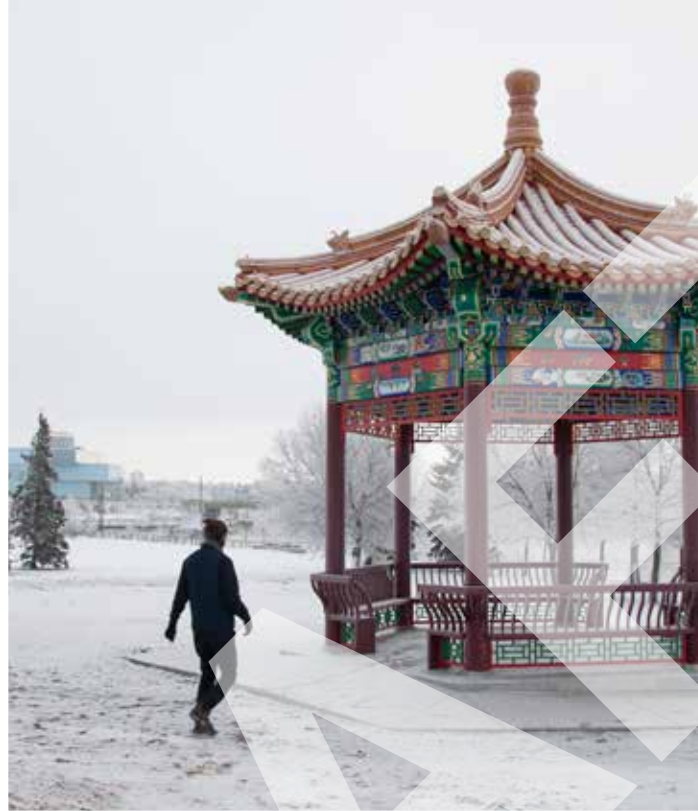
The **pillars** highlight work that needs to be done to achieve the Strategic Goals.

To build a well-rounded Strategic Plan, the **pillars** draw on contributions from the public, City Council and City employees.



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“ To build a well-rounded Strategic Plan, the pillars draw on contributions from the public, City Council and City employees. ”



Advance City Council's Priorities

Each City Councillor and the Mayor have been empowered with leadership roles in **10 different priority areas**.

City Council Priorities are our building blocks for a sustainable, strong, and progressive city with a high quality of life and opportunities for providing *a good life* for all citizens.



Certain **Key Actions** within City Council's Priorities contribute to the vision of a vibrant future for Saskatoon's Downtown – **the Downtown Event & Entertainment District**. They are identified with this icon.

<p>RECONCILIATION, EQUITY, DIVERSITY AND INCLUSION</p>	<p>ECONOMIC DEVELOPMENT</p>	<p>COMMUNITY SAFETY AND WELL-BEING</p>	<p>ENGAGEMENT ON INFILL AND GROWTH</p>	<p>RECREATION, CULTURE AND LEISURE</p>
<p>REGIONAL PLANNING</p>	<p>DOWNTOWN DEVELOPMENT</p>	<p>ENVIRONMENTAL SUSTAINABILITY</p>	<p>TRANSPORTATION</p>	<p>SMART CITY</p>

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RECONCILIATION, EQUITY, DIVERSITY AND INCLUSION

City Council is prioritizing work to foster meaningful organizational and policy change to help extinguish institutionalized and systemic racism.

This also acknowledges systemic discrimination experienced by LGBTQ2S+, BIPOC, people experiencing disabilities and other equity groups.

- City Council recognizes the negative impact of inherently unequal institutional power structures shaped by generations of colonial practices.
- The City is centering this priority around the original inhabitants of this territory, while acknowledging that immigrants, refugees, Black, Asian, people of colour and others have also been affected by colonization, racism, ableism, systemic discrimination and other forms of trauma.
- The creation of a decolonization framework will support equal opportunity for success and ensure Saskatoon is a socially, politically and economically equitable municipality.
- This work will prioritize listening to the voices of those with lived and living experiences, ensuring they occupy a prominent role in leading the work and making relevant decisions.







RECONCILIATION, EQUITY, DIVERSITY AND INCLUSION

Outcomes	Key Actions
<p>The City's workforce is reflective of the population of Saskatoon.</p>	<p>Identify and address systemic racism in the recruitment and retention of diverse employees at the City. This includes:</p> <ul style="list-style-type: none"> • Reviewing and improving existing policies, practices and procedures. • Creating a targeted Indigenous Recruitment Strategy, working closely with community partners, to identify barriers at the City that limit the representation of Indigenous employees across all departments and at all levels. • Implementing new technology to assist in debiasing the application and screening process. • Enhancing our leadership development program to include competencies in the areas of anti-racism and reconciliation, equity, diversity and inclusion (REDI), and by including these competencies on future job descriptions. • Measuring the extent to which all employees feel included, valued and supported.
<p>The City is successful at identifying and eradicating systemic and institutionalized racism and discrimination.</p>	<p>Develop a One City approach to move the organization toward decolonization and reconciliation.</p> <p>Implement a strategy to eliminate racism and discrimination. This includes the development of appropriate policies, progress monitoring and reporting.</p> <p>Work with local organizations that focus on matters of relevance to BIPOC, people experiencing disabilities and LGBTQ2S+ communities to better understand their needs and support efforts to address the inequities they experience.</p>



RECONCILIATION, EQUITY, DIVERSITY AND INCLUSION

 This Key Action advances the vision of the **Downtown Event & Entertainment District**

Outcomes	Key Actions
<p>There is increased community awareness and understanding of systemic racism and a commitment to redress past harms.</p>	<p>Work with the community to identify next steps in implementation of the Truth and Reconciliation Commission (TRC) Calls to Action.</p> <p>Work with the community to identify next steps in the implementation of the <u>Missing and Murdered Indigenous Women and Girls and Two Spirit Calls for Justice</u> report recommendations.</p> <p>Create spaces where all community members feel safe and welcomed to ensure cultural identities and living experiences are reflected in the community.</p> <p> Incorporate Indigenous and more inclusive placemaking into City infrastructure projects and naming of civic assets. Support the vision of a vibrant Downtown Event & Entertainment District.</p>
<p>City Council, Administration and community decision-making bodies are reflective of the Saskatoon community.</p>	<p>Establish external and internal working/advisory groups with partnering organizations, other orders of government, and communities with living and lived experiences. Work together on key civic initiatives to influence decisions that address systemic racism and institutionalized racism and discrimination.</p> <p>Partner with the City's board and committee groups to define ways to increase representation and access in order to ensure groups are reflective of Saskatoon's population.</p> <p>Develop and implement actions to enhance inclusivity within public engagement processes and activities. This includes:</p> <ul style="list-style-type: none"> • Establishing baseline data to enable inclusivity measurements and progress tracking. • Developing a remuneration engagement procedure that recognizes the importance of external expertise and living experience and addresses barriers to participation. • Creating and sustaining ongoing relationships with groups underrepresented in engagement activities and processes. • Creating targeted educational programs, workshops and communications to increase awareness of and comfort with actively engaging with the City. • Reviewing all current engagement procedures with an anti-racism lens and making improvements to support inclusivity.

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ECONOMIC DEVELOPMENT


Supporting economic development strategies that will position Saskatoon for success in a rapidly changing global economy is a priority for this Council.


- As the biggest city in a resource-based province, Saskatoon is vulnerable to fluctuations in commodity prices; these can impact business investments in our city. Building on the city's diverse economy is key to long-term economic success and to ensuring resiliency in times of economic shock.
- To enhance this position, Council will work with the Saskatoon Regional Economic Development Authority (SREDA), business entities, post-secondary institutions, Indigenous organizations and all orders of government to support investments that generate enduring economic benefits.
- Economic benefits include increased revenue generation for Saskatoon, more job opportunities for residents, a greater ability to invest in social and physical infrastructure and overall enhanced quality of life.





ECONOMIC DEVELOPMENT

 This Key Action advances the vision of the **Downtown Event & Entertainment District**

Outcomes	Key Actions
<p>Saskatoon is a business-friendly city that supports a positive investment and regulatory climate.</p>	<p>Work with SREDA and other community partners to advance the implementation of <u>Saskatoon’s Economic Growth Strategy</u> and report regularly on progress.</p>
	<p>Continue to research the effectiveness of incentive and abatement terms and policies with local businesses, educational institutions and partner organizations to identify options for enhancement.</p>
	<p>Build on current incentives and regulations to encourage Downtown and infill development.</p>
	<p>Continue to review lot inventory with the development industry and other relevant stakeholders to ensure an adequate supply for residential, industrial and commercial development.</p>
<p>Saskatoon is widely recognized for its vibrant, inclusive economy.</p>	<p> Work with community partners to enhance existing infrastructure to attract events, visitors and business opportunities that generate significant economic benefits in a post-pandemic world. Support the vision of a vibrant Downtown Event & Entertainment District.</p>
	<p>Work with Indigenous leaders and SREDA’s Indigenous Economic Development Committee to determine how best to respond to TRC Calls to Action related to Indigenous business development.</p>
	<p>Keep strengthening and growing the region’s economy through regional planning with Warman, Martensville and Rural Municipality of Corman Park as well as with other towns, municipalities and First Nations in the region.</p>
	<p>Create an economic/business advisory council and hold regular sessions to explore ideas and initiatives aimed at growing the local and regional economy.</p>
	<p>Conduct an arts and culture economic development review, with a focus on developing appropriate strategies and policies for growing the sector.</p>



ECONOMIC DEVELOPMENT

Outcomes

Saskatoon has a growing global reputation as a leading innovation hub for the technology, food, fuel and fertilizer industries.

Key Actions

Continue to strengthen the enabling environment in Saskatoon to encourage entrepreneurs, businesses and educational institutions to pursue new opportunities, world-class research and growth in the technology, agriculture/agri-value, manufacturing, life sciences, mining, energy and retail/wholesale industries.

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COMMUNITY SAFETY AND WELL-BEING

City Council is prioritizing an integrated and effective system of services to promote community safety and well-being in Saskatoon through strategic action and partnerships.

- Gaps in existing social systems have led to persistent concerns about safety, crime, inequality, homelessness and core housing needs.
- Residents are calling for gaps to be closed, and they recognize that a high degree of collaboration across sectors and governments is essential.
- The development of, and alignment with, community-level strategies will help define the role of the City and civic services in improving community safety and well-being.
- Engagement with all levels of government, the social serving sector and residents with living and lived experiences will be prioritized.





COMMUNITY SAFETY AND WELL-BEING

Outcomes	Key Actions
<p>The City’s work to improve community safety and well-being is driven by community need and aligned with partner efforts.</p>	<p>Internally align to a community-wide safety and well-being strategy to define and evolve the City’s role in advancing solutions to social challenges, safety and housing.</p> <p>Continue to nurture community leadership and capacity to improve safety and well-being in collaboration with partner organizations.</p>
<p>Community well-being is improved in an equitable way.</p>	<p>Work with underserved populations to co-create and implement solutions that result in improved safety, quality of life and community well-being.</p>
<p>The importance of housing stability is reflected in the City’s approach to community safety and well-being.</p>	<p>Align internal housing plans to reflect community gaps, community-level housing and homelessness plans, and Federal and Provincial investment strategies.</p> <p>Strengthen focus on safe, stable housing and neighbourhoods through proactive collaboration on property maintenance, neighbourhood safety and bylaw compliance.</p>
<p>The community has a high level of confidence in the City’s ability to coordinate an effective response to emergency situations.</p>	<p>Continue to implement a whole community approach to resiliency by engaging stakeholders and partners in emergency management and business continuity activities. Populations disproportionately impacted by emergency and disaster events will be a particular focus.</p>

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ENGAGEMENT ON INFILL AND GROWTH

Balanced growth requires a combination of infill and greenfield development to respond to Saskatoon's current and future demographics and market preferences. Recognizing that growth and infill can disrupt life for existing residents and generate inherent tensions, City Council prioritizes predictable development processes while finding innovative ways to align neighbourhood desires with city-building goals.

- It is important to listen and to consider the concerns of residents who are experiencing infill. By developing engagement strategies that enable neighbourhood residents to actively participate in land use planning and city-building, the City will increase public confidence and understanding of processes and shared outcomes.
- Providing accessible, digestible information resources can bridge the knowledge gap, while inclusive engagement with affected residents can foster more equitable approaches and create conditions that allow for meaningful dialogue and mutual understanding.
- Similarly, a clear path for developers provides continuity and increases predictability for everyone involved. Ultimately, prospective homeowners and/or residents have a better understanding of the potential for change in Saskatoon neighbourhoods.





ENGAGEMENT ON INFILL AND GROWTH

Outcomes	Key Actions
<p>Developers, residents, City Administration and Council collaborate to identify new engagement approaches to address inherent neighbourhood tensions and provide an improved experience.</p>	<p>Explore options and resource requirements for a joint working group to proactively identify solutions that will address inherent tensions related to infill development and foster a deeper understanding of mutual benefits for all involved.</p>
<p>Increased public and stakeholder awareness through enhanced access to information leads to greater understanding of the potential for change in Saskatoon neighbourhoods.</p>	<p>Develop an educational strategy and communication process that resonates with residents that are or will be impacted by infill. Appropriate materials and information will be accessible to all to facilitate mutual understanding and informed community dialogue.</p> <p>Continue to develop elements of the public engagement framework, with enhanced administrative procedures, to achieve the principles of the Council Policy on Public Engagement.</p>



ENGAGEMENT ON INFILL AND GROWTH

Outcomes	Key Actions
<p>Residents engaged in infill and growth discussions reflect the diversity of Saskatoon’s population. This diversity of voices contributes to more meaningful conversations and more balanced public engagement, building lasting support from a broad range of residents.</p>	<p>Identify best practices for transparent, inclusive, early engagement of residents with an emphasis on underserved and harder-to-reach populations, to create room for diverse perspectives.</p>
	<p>Develop a supporting strategy and procedures to promote balanced discussions.</p>
<p>Working in partnership with the development industry creates positive construction experiences for neighbours and the community.</p>	<p>Continue to work with the building and development industry to strengthen good construction and site management practices both during and after construction.</p>
	<p>Continue to develop guidelines, rules and processes for the development community that are readily accessible and transparent, so everyone involved is clear about what to expect.</p>



RECREATION, CULTURE AND LEISURE

Council is prioritizing the development of recreation, parks, cultural amenities and programs to enable residents and visitors to be healthy, active, connected to nature and to have fun in all four seasons.


- As Saskatoon grows, it is essential that the City continue to offer residents and visitors a variety of recreation, culture and leisure opportunities. Currently, however, demand for civic recreational facilities far exceeds supply and sport, culture and recreation needs are continually changing.
- Demand for new facilities, maintenance of existing amenities and development of novel programs will require us to be innovative and seek new partnerships.




Photo credit: Tourism Saskatoon



RECREATION, CULTURE AND LEISURE

 This Key Action advances the vision of the **Downtown Event & Entertainment District**

Outcomes	Key Actions
<p>Recreation, parks, sport, cultural facilities and programs are accessible, inclusive and meet changing community needs.</p>	<p>Improve and expand online channels for residents to access recreational facilities and programs.</p>
	<p>Develop asset management plans for key recreation infrastructure and equipment and incorporate green infrastructure and natural assets into existing asset management plans for parks.</p>
	<p>Develop more resilient design standards for parks to respond to higher density neighbourhoods, increased park usage and climate change.</p>
	<p>Advance the strategic directions of the City's Culture Plan – Build a Resilient Culture Sector; Grow the Creative Cultural Economy; and Foster Creative Placemaking – including a focus on opportunities for BIPOC artists.</p>
	<p> Continue to implement the Recreation and Parks Facilities Game Plan regarding development of new and improved recreation facilities. Support the vision of a vibrant Downtown Event & Entertainment District.</p>
	<p>Develop and enact plans to reduce barriers, improve access and increase participation in recreation facilities and programs.</p>
	<p>Support the Winter City Strategy.</p>
<p>Reduced reliance on property tax by increasing alternative revenue sources to support recreation and cultural facilities and programs.</p>	<p>Implement the new partnership process and resource toolkit.</p>
	<p>Explore sponsorship and other funding opportunities for existing and new facilities and programs.</p>
	<p>Support partnership opportunities for redevelopment of existing and development of new recreation facilities through the Partnership Reserve.</p>



RECREATION, CULTURE AND LEISURE

Outcomes	Key Actions
<p>Community organizations that provide accessible, inclusive sport, culture and recreation opportunities feel supported.</p>	<p>Continue to support community sport, culture and recreation organizations through grant funding, capacity building and technological adaptation.</p> <p>Optimize organizational support and resource allocation to Community Associations.</p>

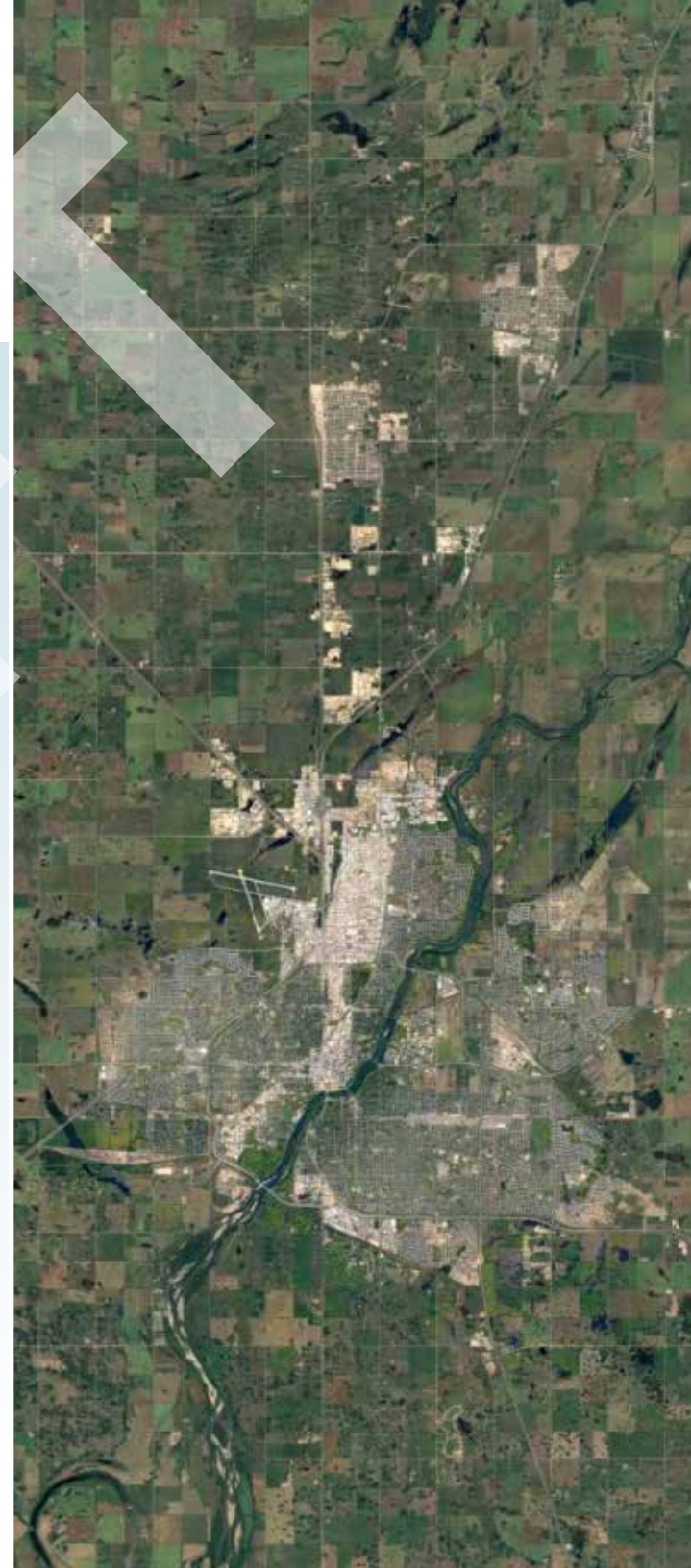
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REGIONAL PLANNING

City Council is prioritizing the development of a vibrant, competitive and well-planned region built on partnerships with surrounding urban and rural municipalities and First Nations.

- Ensuring that a long-term plan is in place creates certainty for the future growth of the city and the high-quality of life in the region.
- Through the Saskatoon North Partnership for Growth, important strides have been made in developing a policy and planning framework that ensures everyone in the region benefits from future growth and provision of services.





REGIONAL PLANNING

Outcomes	Key Actions
Regional partnerships fuel equitable growth in the region.	Adopt the North Concept Plan with Warman, Martensville and the RM of Corman Park; adopt the South East Concept Plan with the RM of Corman Park.
Increased regional development and cost effective, long-term urban growth is realized through joint land use planning.	Develop business cases to explore collaborative servicing strategies with regional partners. Pursue and participate in joint regional studies to further the goals of the Regional Plan.

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DOWNTOWN DEVELOPMENT

Our Downtown is proudly urban yet has a prairie heart. There is room to breathe, space to grow and everyone belongs.

- In partnership with residents, businesses, institutions and organizations, we will accelerate our plan to create a dynamic, inclusive, safe and welcoming place in the **ohtahynah**, the heart of our city on Treaty 6 Territory and the Traditional Homeland of the Métis.
- We will do this by facilitating more opportunities for homes, jobs, activities and experiences Downtown, and by providing easier options to get around.




Photo credit: Tourism Saskatoon




Photo credit: Tourism Saskatoon




DOWNTOWN DEVELOPMENT


 This Key Action advances the vision of the **Downtown Event & Entertainment District**

Outcomes	Key Actions
<p>Saskatoon has a vibrant Downtown where culture and commerce thrive.</p>	<p> Develop a comprehensive plan for the Downtown Event & Entertainment District, with vibrant public spaces that are welcoming and accessible to everyone. This work spans several of Council's priorities and will be a collaborative effort.</p>
	<p>In partnership with Saskatoon Police Service, improve safety and perceptions of safety in the City Centre to encourage increased tourism and visits.</p>
	<p> Continue implementation of the <u>City Centre Plan</u> and identify priority actions to encourage increased exploration of the City Centre, including River Landing, Remail Modern, Downtown Event & Entertainment District, New Central Library, Permanent Festival Site, Public Market/Farmers Market, Broadway, Riversdale, Shakespeare on the Saskatchewan, Nutrien Wonderhub, Kinsmen Park/Nutrien Playland, University of Saskatchewan, TCU Place and Meewasin Trail.</p>
	<p>Work with community partners to create more options for winter activities and tourism.</p>
	<p>Work with key stakeholders, including Business Improvement Districts (BIDs) and heritage groups, to share the unique stories of historic buildings.</p>
<p>Livability has improved in the Downtown area.</p>	<p>Work with developers to create diverse and affordable housing options that support a vibrant, livable community and encourage new developments that add people spaces at ground level.</p>
	<p>Expand accessibility to food markets.</p>
	<p>Develop a plan to provide adequate public meeting spaces for a thriving Downtown residential community.</p>



DOWNTOWN DEVELOPMENT

 This Key Action advances the vision of the **Downtown Event & Entertainment District**

Outcomes	Key Actions
<p>Downtown offers safe, active, and reliable transportation options.</p>	<p>Expand and improve the pedestrian experience as a top priority for the Downtown.</p>
	<p>Support expansion and improvement of the Meewasin Trail in and around the City Centre.</p>
	<p> Promote the future Bus Rapid Transit (BRT) system and support Council's priorities for improving transportation in the Downtown area.</p>
	<p>Explore implementation of a Downtown parking authority to optimize parking options and availability.</p>



A VIBRANT FUTURE FOR SASKATOON'S DOWNTOWN

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DOWNTOWN EVENT & ENTERTAINMENT DISTRICT • BUS RAPID TRANSIT (BRT)

The economic and cultural heart of any city is its Downtown.

A re-imagining of Saskatoon's Downtown will support vibrant entertainment and events that stimulate the economy and improve the quality of life for area residents - making it a true gathering place for business, culture and entertainment.

The Downtown Event & Entertainment District and Bus Rapid Transit projects will be catalysts for the development and long-term growth of Saskatoon's Downtown. These transformative projects complement many of the goals and objectives of the City's Strategic Plan.

Together these two projects will provide public benefit to all residents of Saskatoon by creating a vibrant Downtown that is open, inviting, safe and accessible for all.

Certain Key Actions within City Council's Priorities contribute to the vision of a vibrant future for Saskatoon's Downtown – the Downtown Event & Entertainment District. They are identified with this icon .

saskatoon.ca/vibrantdowntown

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“ *The economic and cultural heart of any city is its Downtown.* ”

Downtown Event & Entertainment District

The development of an animated event and entertainment district, anchored by a new Downtown arena and convention centre, will stimulate the economy and bring renewed energy and life to Saskatoon's Downtown.

As the region's premier gathering place for entertainment and events, the district will attract residents and visitors and act as a major economic driver for Saskatoon by creating new jobs, generating investment and providing opportunities for local restaurants, hotels and retail stores to grow and prosper.

The City is committed to working with stakeholders and other levels of government to develop a funding plan for this initiative, with the goal of constructing the Downtown Event & Entertainment District with no contributions from property taxes.

Bus Rapid Transit

The Bus Rapid Transit (BRT) system is a key component of the Downtown Event & Entertainment District — enabling high capacity, high frequency access to the Downtown from across the city and reducing the reliance on vehicle use and area parking spaces.

The BRT system's Downtown stations, centrally located on 1st Avenue, will feature modern and comfortable amenities and public art that reflects the diversity of the city. The stations will be designed to move a high volume of people to and from the district in a safe, efficient and sustainable way.



Photo credit:
TCU Place



Photo credit:
Tourism Saskatoon/CONCEPTS Photography

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ENVIRONMENTAL SUSTAINABILITY

The City of Saskatoon has documented a continuing decline in our environmental quality related to waste, ecological footprint and air quality. City Council will work to reverse this trend.

- A priority for Council is to take meaningful steps to help transform the City as one of the highest emitters of greenhouse gases in the world to a model city of innovation in energy conservation, renewables and waste diversion.
- We will involve the community and foster environmental leadership that inspires action, harnesses enthusiasm and facilitates equitable access.





ENVIRONMENTAL SUSTAINABILITY

Outcomes	Key Actions
<p>A corporate culture that embeds sustainability in all decisions.</p>	<p>Integrate Triple Bottom Line (TBL) considerations (environmental, social, economic, governance) into decision-making and budgeting processes.</p>
<p>Greenhouse gases are reduced in a way that maximizes co-benefits and doesn't leave anyone behind.</p>	<p>Implement climate actions in the Low Emissions Community Plan and the Corporate Adaptation Strategy within proposed timeframes.</p> <p>Develop initiatives to improve energy conservation and efficiency in buildings, transportation and land use planning.</p> <p>Develop initiatives to increase the use of renewable energy or low emissions energy sources and promote opportunities for property owners to generate their own electricity from renewable sources.</p> <p>Implement innovative and efficient water conservation practices and programs for indoor and outdoor uses.</p>
<p>Solid waste diversion is maximized, and landfill operations are optimized.</p>	<p>Implement actions in the Solid Waste Reduction and Diversion Plan within proposed timeframes to achieve 70% diversion from the Saskatoon Landfill.</p>
<p>The green network is integrated, managed and enhanced to protect land, air and water resources.</p>	<p>Implement actions in the Green Infrastructure Strategy and Implementation Plan within proposed timeframes.</p> <p>Develop proactive policies, strategies and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced.</p>

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TRANSPORTATION


How residents move around the city will continue to be a focus as Saskatoon grows and responds to evolving environmental policies and regulations, as well as new and disruptive technologies.


- Council is implementing transportation and mobility plans that will service our city for the next several decades.
- Creating a safe, equitable, efficient, modern and integrated transportation system requires decisions about transportation infrastructure, active transportation, a Bus Rapid Transit (BRT) system and new technologies.





TRANSPORTATION

 This Key Action advances the vision of the **Downtown Event & Entertainment District**

Outcomes	Key Actions
<p>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.</p>	<p>Implement the Transportation Master Plan to support the Growth Plan.</p> <p>Advance the Active Transportation Plan within proposed timelines.</p> <p>Create safe, attractive, permanent infrastructure for the Downtown portion of the All Ages and Abilities Cycling Network.</p> <p>Initiate the Community Traffic Review Program.</p> <p>Participate in planning the Saskatoon Freeway Project led by the province.</p> <p>Develop functional and conceptual plans to have transportation projects ready for timely delivery.</p>
<p>Improved reliability and efficiency are making Saskatoon’s public transit system a viable travel mode.</p>	<p> Deliver the BRT implementation plan to support the vision of a vibrant Downtown Event & Entertainment District with an efficient and reliable mass transit system:</p> <ul style="list-style-type: none"> • Work with federal and provincial governments to finalize the BRT funding agreement. • Undertake procurement and construction of the BRT in accordance with the delivery plan. • Implement new and proven technology to improve efficiency and reliability of the BRT system. • Complete and implement operational plans for the BRT system. • Adopt industry benchmarks for reliability and efficiency.
<p>Saskatoon has an accessible, affordable, equitable and modern transit system.</p>	<p>Implement a city-wide transit strategy that provides easy options for people living outside the Downtown to use BRT, including Park and Ride.</p> <p>Increase the number of zero emission vehicles in the civic fleet.</p> <p>Complete a fare review to ensure affordable transit compared to other similar sized cities.</p>

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SMART CITY

Council is prioritizing the application of technology and emerging trends in Big Data Analytics to improve services and processes, thereby meeting the changing needs of residents and businesses.

- The City will take calculated risks through the implementation of small-scale pilot projects that nurture opportunities, promote collaborative problem-solving and advance innovation and diversity of thought.
- The City will foster creativity and growth in the technology sector through partnership development and strategic investment.





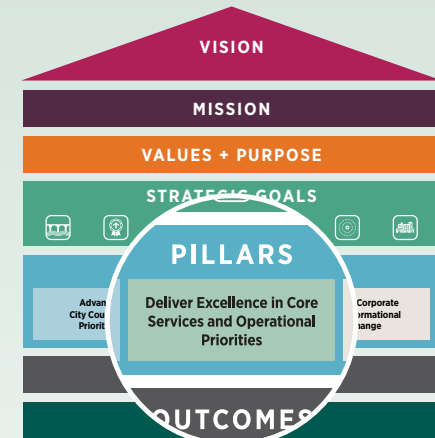
SMART CITY

Outcomes	Key Actions
<p>Enhanced interaction between the City, residents and businesses through diverse and integrated digital channels.</p>	<p>Advance a customer service strategy and roadmap, building on the foundation of Service Saskatoon.</p>
<p>Improved decision making in operations and service delivery through the application of City data.</p>	<p>Develop and initiate the implementation of a smart city strategy.</p>
	<p>Implement a data governance strategy and roadmap.</p>
<p>Increased industry partnerships and strategic investments are addressing opportunities and challenges around digital infrastructure, connectivity and technology.</p>	<p>Establish a roundtable with the technology sector and community stakeholders to identify collaboration opportunities.</p>
	<p>Engage the business community to share knowledge and ideas and identify opportunities for efficiencies and advancement.</p>

Deliver Excellence in Core Services and Operational Priorities

Saskatoon is a growing community of diverse people with different needs. The City strives to consistently deliver the required assets and services needed to support the growth of a welcoming and inclusive city.

- We are committed to excellence in the management and maintenance of civic assets as well as the delivery of high-quality services to the public.
- Delivering excellence in core services and operational priorities means the assets and services we provide from the investments the City makes align with what the public expects. The City is constantly finding creative ways to optimize these investments to help achieve the desired results.



EQUITABLE AND ACCESSIBLE SERVICE

CIVIC ASSETS

QUALITY OF LIFE AND PUBLIC SAFETY

PROCUREMENT AND PROJECT MANAGEMENT

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Photo credit: Tourism Saskatoon

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EQUITABLE AND ACCESSIBLE SERVICE

Civic services are aligned with public expectations and balanced with affordability. Due to the diverse make-up and needs of our city, it is essential that civic services are equitable and accessible to all.

Accessible civic service must consider geographical, financial, physical and cultural elements.





EQUITABLE AND ACCESSIBLE SERVICE

Outcomes

Enhanced equity and accessibility of services meeting the needs of a diverse public.

Service delivery is improved across the organization.

Key Actions

Establish and document levels of service that consider the impacts of growth, technology and climate change.

Implement a robust engagement strategy that connects with the community and is reflective of the community's diverse needs and expectations with respect to civic services.

Build on public engagement findings to continually improve service offerings in the community.

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CIVIC ASSETS

Civic assets are well-managed and well-maintained. They meet the needs of staff and the public and reflect the pride and priorities of a modern city.





CIVIC ASSETS

Outcomes	Key Actions
<p>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.</p>	<p>Adopt, maintain and fund asset management plans for key civic assets to support established levels of service.</p>
<p>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.</p>	<p>Continue to refine the <u>Corporate Asset Management System</u> and enhance corporate maturity in asset management.</p> <p>Review existing design standards for civic assets and incorporate improvements that support Triple Bottom Line considerations, including life cycle costing, equity principles and climate change mitigation and adaptation strategies.</p>
<p>City staff have access to safe, adequate facilities and equipment necessary to deliver established levels of service.</p>	<p>Enhance the City’s Fusion enterprise asset management processes to improve predictive maintenance, operational efficiency, asset reliability and overall decision making for civic assets.</p> <p>Create a long-term plan for safe, adequate administrative and operational facilities to enable City staff to deliver established levels of service as Saskatoon grows.</p>

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QUALITY OF LIFE AND PUBLIC SAFETY

The City works in collaboration with community partners to ensure the collective safety and well-being of the public.

Saskatoon is a city where residents have access to facilities, infrastructure and programs that promote active living.

Residents can enjoy the natural beauty and benefits of parks, trails and a river valley that brings people together.





QUALITY OF LIFE AND PUBLIC SAFETY

Outcomes	Key Actions
<p>Welcoming and inclusive public infrastructure, spaces and natural assets that bring people together.</p>	<p>Create an enabling environment where everyone can enjoy the benefits of the City's core services, including green spaces, civic facilities and programs.</p>
<p>Municipal programs, infrastructure and essential services meet established levels of service and support a high-quality of life.</p>	<p>Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.</p>
<p>Saskatoon's emergency response model is based on industry standards and continually improved through operational readiness evaluation.</p>	<p>Sustain the Saskatoon Fire Department's service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.</p>
<p>Community safety and well-being are enhanced by the City's approach to property maintenance and overall bylaw compliance.</p>	<p>As part of a whole community approach to strengthening resilience, incorporate the impacts of climate change into emergency management. Mitigate public risk and vulnerability, especially among those who could be disproportionately impacted.</p>
	<p>Keep improving the coordinated approach to neighbourhood safety, property maintenance and bylaw compliance through mutual sharing of data with stakeholders.</p>

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PROCUREMENT AND PROJECT MANAGEMENT

The City is focused on achieving best value in the delivery of programs, projects and services and doing so in an efficient, accountable manner.

We conduct procurement activities that are economically viable, environmentally safe and socially conscious.





PROCUREMENT AND PROJECT MANAGEMENT

Outcomes	Key Actions
<p>Automated procurement processes built on best practices.</p>	<p>Conduct a needs and spend analysis to fully understand the City's procurement profile and better align with suppliers and markets.</p>
<p>A corporate strategic sourcing process providing a holistic approach to sustainable procurement and achieving new supply chain value.</p>	<p>Continue to align all corporate spending with the Purchasing Policy and leverage technology to enhance procurement efficiency and effectiveness.</p>
<p>Increased procurement from Indigenous suppliers and diverse groups that are historically underrepresented and have experienced discrimination or barriers to equitable opportunity.</p>	<p>Continue to advance implementation of the Triple Bottom Line Policy and decision-making tool to support sustainable procurement.</p>
<p>Increased procurement from Indigenous suppliers and diverse groups that are historically underrepresented and have experienced discrimination or barriers to equitable opportunity.</p>	<p>Work with industry and partners to develop a procurement strategy for Indigenous business and other underrepresented supplier groups.</p>
<p>Increased procurement from Indigenous suppliers and diverse groups that are historically underrepresented and have experienced discrimination or barriers to equitable opportunity.</p>	<p>Continue to advance project management best practices across the organization through standardization of processes, procedures, tools and staff training.</p>
<p>Increased project success from applying consistent project management best practices across the organization.</p>	<p>Implement minimum standards for proper reporting and closure of major corporate projects.</p>

Drive Corporate Transformational Change

The City of Saskatoon must continually evolve to meet the needs of the public it serves.

The Administration is focused on areas that support and will help achieve our **workplace transformation vision**:

The City of Saskatoon is a high-performing organization that invests in appropriate systems and processes to create a safe, healthy workplace for staff. Transforming our workplace by making these investments is key to delivering the quality services and programs the public expects.

Change can be challenging in any organization, but a structured, strategic approach to corporate-wide change will assist in achieving meaningful improvements for both employees and the public.



CUSTOMER-CENTRIC SERVICE DELIVERY



PEOPLE AND CULTURE



EFFICIENCY AND EFFECTIVENESS



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Photo credit: Tourism Saskatoon

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CUSTOMER-CENTRIC SERVICE DELIVERY

The City recognizes the diverse and changing needs of the public.

We strive to consistently deliver exceptional, accessible and equitable services.

Civic services are aligned with public needs, and the public is connected to the answers and information they need quickly and easily.





CUSTOMER-CENTRIC SERVICE DELIVERY

Outcomes	Key Actions
<p>A customer-centric service culture that enables the City to reliably meet established levels of service and consistently achieve high customer satisfaction across the organization.</p>	<p>Continue to use public feedback on civic programs and services to improve the customer experience.</p>
<p>The City is a leader in providing an equitable and quality customer experience for all residents.</p>	<p>Develop a One City customer experience vision and strategy to advance the goal of a customer-centric service culture.</p>
<p>Residents can access City information and customer service quickly and easily in a manner that suits their needs.</p>	<p>Continue to develop a modern customer service system that is responsive to the needs of a diverse public by improving the supporting technology, processes and standards.</p>

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PEOPLE AND CULTURE

At the City, we value each other.

Together, we are creating a safe, respectful, inclusive and high-performing workplace.

We are committed to making a difference at work and in the community by living our Corporate Values.





PEOPLE AND CULTURE

Outcomes	Key Actions
<p>The City is an inclusive, respectful and collaborative workplace that fosters safety and high-performance.</p>	<p>Support the implementation of Council's priority on Reconciliation, Equity, Diversity and Inclusion.</p>
<p>Engaged, dedicated leaders empower their teams and work together to strengthen our culture of excellence.</p>	<p>Develop an employee engagement strategy that aligns with our Corporate Values and objectives of safety, respect, inclusiveness and high-performance.</p>
<p>A motivated workforce that feels valued and supported to perform at their best.</p>	<p>Renew the Human Resources Roadmap and develop required strategies and action plans to advance corporate leadership development, multi-year bargaining, diversity and inclusion, corporate performance management and succession planning initiatives.</p>
<p>Human Resources is widely regarded as a trusted strategic partner within the Administration, helping us achieve our goals.</p>	<p>Implement and realize the benefits of Fusion's human resources technology solutions.</p>

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EFFICIENCY AND EFFECTIVENESS

The City invests in what matters to keep improving the organization — the right processes, systems, technology and initiatives.

This drives operational excellence and helps deliver established levels of service to the public.





EFFICIENCY AND EFFECTIVENESS

Outcomes	Key Actions
<p>The City has a strong corporate sense of direction that aligns with the Strategic Plan and Official Community Plan.</p>	<p>Continue to develop the City’s strategic planning, business planning, portfolio management and internal governance processes.</p>
<p>Our ability to proactively respond to opportunities and challenges, while managing risk and organizational change, is enhanced.</p>	<p>Continue to implement best practices and controls to achieve responsible financial stewardship and accurate, transparent reporting.</p>
<p>Increased operational efficiency and effectiveness has resulted in greater savings and organizational success.</p>	<p>Move toward an integrated management system that combines existing health and safety, quality, risk and environmental practices in one framework.</p>
	<p>Create and execute a supply chain management transformation strategy.</p>



EFFICIENCY AND EFFECTIVENESS

Outcomes	Key Actions
<p>There is increased use and integration of appropriate technology throughout the organization.</p>	<p>Implement data governance structure and standards to ensure proper stewardship and maintenance of all data.</p>
<p>Improved quality, management and use of data has enhanced informed decision making in operations and service delivery.</p>	<p>Keep maximizing the benefits of Fusion and investing in the right technology to support a high-performing workplace.</p> <p>Advance enterprise-level business solutions to enable effective information-sharing across work groups.</p>

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Glossary

Accessibility: The “ability to access” and benefit from some system or entity by all people regardless of ability status. Accessibility must consider geographical, financial, physical and cultural elements.

Anti-racism: The policy or practice of opposing racism and promoting racial acceptance.

BIPOC: Acronym that stands for Black, Indigenous and People of Colour.

Business Continuity: The capability of the City to continue the delivery of service at acceptable predefined levels following a disruptive incident or event.

Colonialism: The practice of domination, which involves the subjugation of one people to another.

Discrimination: The denial of equal treatment or opportunity. Discrimination results from people’s action on stereotypes and prejudices that they hold to be true.

Decolonization: A long-term process involving the bureaucratic, cultural, linguistic and psychological divesting of colonial power. Linda Tuhiwai Smith, *Decolonizing Methodologies Research and Indigenous Peoples*, 1999. See <https://nycstandswithstandingrock.files.wordpress.com/2016/10/linda-tuhiwai-smith-decolonizing-methodologies-research-and-indigenous-peoples.pdf> and <https://www.ictinc.ca/blog/a-brief-definition-of-decolonization-and-indigenization> for more information.

Diversity: Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another. While diversity is often used in reference to race, ethnicity, and gender, we embrace a broader definition of diversity that also includes age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. The definition also includes diversity of thought: ideas, perspectives, and values. It is recognized that individuals affiliate with multiple identities.

Equity: “Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits. Considering a situation from the perspective of those who risk exclusion is a key step in promoting equity.” Equity can be achieved when fairness is increased and improved within organizations and governmental systems’ processes, procedures and allotment of resources. Tackling equity issues requires an ongoing understanding of the root causes of outcome disparities within our society. From City of Ottawa, *Equity and Inclusion Lens Handbook*.

Fusion: An internal initiative the City and its boards and corporations are undertaking to prepare for future growth, ensure sustainability and serve the changing needs of Saskatoon residents. Through this project, the City will be adopting industry best practices in the areas of Finance, Human Resources, Supply Chain Management and Asset Management and Operations, and putting an Enterprise Resource Planning system (one master database) in place to support this work. Fusion will provide benefits across the organization and result in long-term operational savings to refocus resources on activities that deliver on our mission.

Greenfield: A vacant property that has never been developed and has no actual or perceived contamination, usually located outside urban centres and without municipal services.

Inclusion: The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. It’s important to note that while an inclusive group is by definition diverse, a diverse group isn’t always inclusive. Increasingly, recognition of unconscious or implicit bias helps organizations to be deliberate about addressing issues of inclusivity.

Infill Development: Refers to the development of new housing, including garden and garage suites, in an established area on a vacant lot or an underused lot on previously developed land.

Key Performance Indicators (KPIs): Are the key measures that have the highest impact in measuring an organization advancement. KPIs are intended to keep the pulse on how an organization is performing against its Strategic Plan.

Glossary

LGBTQ2S+: Acronym that stands for Lesbian, Gay, Bisexual, Transgender, Queer or Questioning and Two-Spirit individuals.

miyo-pimatisiwin: A Cree phrase that translates as “the good life.” When Cree is written out, it is done using Standard Roman Orthography (SRO). In SRO words are depicted as sounds based on each consonant and vowel independently. See <https://creeliteracy.org/2012/01/20/beginning-to-read-plains-cree-in-standard-roman-orthography/> for more information on how to understand and pronounce Cree using the SRO system.

One City: City Council and Administration working together to best serve the residents of Saskatoon - creating a collaborative culture where we are all knit together through our vision, mission, and common purpose enabling each of us to reach our high-performance potential.

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

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**
2. **Deliver Excellence in Core Services and Operational Priorities**
3. **Drive Corporate Transformational Change**

Placemaking: An approach to planning, designing and managing public spaces that promote people’s health, happiness, and well-being.

Prejudice: A “pre-judgment” of a person or group in a negative light formed on the basis of stereotypes and usually made without adequate evidence or information.

Procurement: The process of sourcing and purchasing goods and services from an external source, such as a third-party vendor or supplier.

Public: A broad term covering residents, businesses and visitors.

Racism: A set of beliefs and ideas that asserts the superiority of one group over another.

Reconciliation: “Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in [Canada]. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour.” Quoted from Truth and Reconciliation Commission of Canada, *Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada*, 2015. See https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Executive_Summary_English_Web.pdf for more information.

REDI: Acronym for Reconciliation, Equity, Diversity and Inclusion. A City Council priority to foster meaningful organizational and policy change to eliminate institutionalized and systemic racism.

Resident: Anyone that lives or works or holds a business in Saskatoon.

Respectful Workplace: A workplace that is free from harassment, discrimination and disruptive workplace conflicts. A workplace where all individuals are treated with respect and courtesy.

Saskatoon North Partnership for Growth (P4G): The P4G is a collaborative that includes political and administrative representation from partnering municipalities, including the City of Saskatoon, Rural Municipality of Corman Park, City of Martensville, Town of Osler and City of Warman, with the Saskatoon Regional Economic Development Authority (SREDA) in an advisory role. See <https://partnershipforgrowth.ca/> for more information.

Stereotype: Generalizations of a group of people based on the actions or characteristics of a few members of that group.

Strategic Plan: A guiding document that sets direction and priorities for the City of Saskatoon, 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’.

Glossary

Strategy House: The City of Saskatoon's new framework for bringing together various components of the Strategic Plan: vision, mission, values, purpose, strategic goals, pillars, outcomes and key actions.

Systemic Racism / Discrimination: Racism is a combination of stereotyping, prejudice, and discrimination that makes some people think they are superior to people of other ancestries. Systemic discrimination or Systemic Racism is a continuation of traditionally accepted practices that keep certain groups from fully participating in the workplace, in our schools, and in many other social institutions. From the Saskatchewan Human Rights Commission. See <https://saskatchewanhumanrights.ca/education-resources/information-sheets/erasing-racism/> for more information.

Triple Bottom Line (TBL) Policy and Tool: Triple Bottom Line is an approach to sustainability that integrates environmental health and integrity, social equity and cultural well-being, economic prosperity and fiscal responsibility, and good governance into decision making; producing equitable solutions and avoiding undesirable trade-offs. See <https://www.saskatoon.ca/city-hall/our-strategic-plan-performance/triple-bottom-line> for more information.

Truth and Reconciliation Commission (TRC) Calls to Action:

The TRC provided those directly or indirectly affected by the legacy of the Indian Residential Schools system with an opportunity to share their stories and experiences. The final report presented in 2015 put forward 94 Calls to Action (or recommendations) to further reconciliation between Canadians and Indigenous peoples. See <https://www.saskatoon.ca/community-culture-heritage/cultural-diversity/indigenous-initiatives/about-indigenous-initiatives> for more information on the City's initiatives in this space.

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