

# City of Saskatoon 2022-2025 Strategic Plan

### ISSUE

The City of Saskatoon's current Strategic Plan concluded at the end of 2021. A new Strategic Plan, which will run from 2022-2025, has been prepared. City Council's approval is required to accept and implement the new 2022-2025 Strategic Plan.

### RECOMMENDATION

That the Governance and Priorities Committee recommend to City Council that the 2022-2025 Strategic Plan be adopted.

### BACKGROUND

The new 2022-2025 Strategic Plan has been developed over the last year, during the global COVID-19 pandemic. It builds on the [Saskatoon Speaks](#) community vision document and important strategic planning work performed over the past ten years at the City.

City Council and Administration have worked together to develop this plan, with input from the public.

At its meeting held on November 22, 2021, City Council received [an information report](#) outlining the results from an online survey, where City employees and the public shared feedback on the draft 2022-2025 Strategic Plan.

Administration has now carefully reviewed and considered all the information received from the survey process and has worked with the different Council Priority Leads and the City's subject matter experts to revise the draft Strategic Plan.

### DISCUSSION/ANALYSIS

#### *Purpose of the Strategic Plan*

The Strategic Plan is a guiding document that sets the strategic 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 community's changing needs while keeping within the City's financial means.

The Strategic Plan does not cover all the important work that the City does. It speaks only to the changes and improvements that the City plans to make over a period to ensure that Saskatoon remains one of the best cities to live, work, learn, and play.

#### *A Re-Energized Plan*

The 2022-2025 Strategic Plan builds on the previous plan and introduces some new components.

The new plan preserves the vision, mission, values, purpose, and strategic goals. These important elements have been developed over many years with the involvement of the public, City Council, and Administration, and they remain relevant today.

The new components of the plan stem from the three pillars - Advance City Council's Priorities, Deliver Excellence in Core Services and Operational Priorities, and Drive Corporate Transformational Change - that highlight the work required to achieve the City's strategic goals. Outcomes are developed from the pillars, and key actions define the work necessary to achieve the identified outcomes.

The Strategic Plan will be monitored regularly to assess progress and support successful outcomes. Also, there will be opportunities for City Council and Administration to evaluate the document's relevancy during its four-year lifespan to ensure that it continues to meet the needs of the community and Administration

#### *Public and Stakeholder Involvement*

The 2022-2025 Strategic Plan (Appendix 1) has been developed using information gathered through a series of discussions with City Council and Administration, as well as public and stakeholder involvement that includes:

- The *Saskatoon Speaks* initiative, which consisted of extensive community consultation of over 10,000 citizens, community partners, and other stakeholders.
- Information gathered in January 2017 through *Let's Talk 2020*, a series of engagement opportunities between City Council and the public that helped define City Council's priorities.
- Feedback gathered through recent public engagement surveys such as the *2021 Civic Satisfaction & Performance Survey* and the *2021 Civic Services Survey: Performance, Priorities, and Preferences*.
- Feedback from 534 public and 158 City staff responses gathered through an online survey focused on enhancing the draft 2022-2025 Strategic Plan, open from October 27 to November 10, 2021.

#### *Revisions to the draft 2022-2025 Strategic Plan*

A total of 34 revisions were made to the draft 2022-2025 Strategic Plan as a result of the online survey responses. All revisions and rationale for the changes are presented in Appendix 2. Several of these changes largely resulted from requests to simplify or improve language.

## FINANCIAL IMPLICATIONS

The costs of, and associated with, updating the Strategic Plan are within the scope of approved program budgets.

## OTHER IMPLICATIONS

There are no privacy, policy, social, CPTED, or environmental implications identified.

## NEXT STEPS

Over the 2022-2025 term of the Strategic Plan, Administration will periodically table reports on the status of progress made on the Strategic Plan to the applicable Standing Policy Committees, Governance and Priorities Committee, and City Council.

### *Measures and Targets*

In 2022, the City will develop a few key performance indicators and targets to help measure progress on implementing the Strategic Plan.

### *Communication Plan*

A Communication Plan has been developed to build public and staff awareness of the City's 2022-2025 Strategic Plan and its role in setting the direction for civic operations.

Once approved, the 2022-2025 Strategic Plan will be made available on the City's website and promoted through various communications channels to reach both audiences:

- Public awareness will be built through the City's website, Engage page ([saskatoon.ca/Engage](https://saskatoon.ca/Engage)), news releases, and advertising via social and print media.
- Staff awareness will be built through the corporate intranet and newsletters, as well as digital communication channels such as Teams, and All Employee Townhall meeting presentations.

## APPENDICES

1. Draft 2022-2025 Strategic Plan dated January 18, 2022
2. Strategic Plan Revisions dated January 13, 2022

## REPORT APPROVAL

Written by: Mary Ingram, Special Projects Manager, Organizational Performance, Organizational Strategy Execution

Reviewed by: Kristin Bruce-Welsch, Manager of Organizational Performance, Organizational Strategy Execution  
Meka Okochi, Director of Organizational Strategy Execution  
Celene Anger, Chief Strategy & Transformation Officer

Approved by: Jeff Jorgenson, City Manager

Admin Report - City of Saskatoon 2022-2025 Strategic Plan.docx