

Strategic Plan Revisions

Note: Page # refers to pages in the draft Strategic Plan (PDF) released to the public on October 27, 2021.

Change #	Page #	Original Wording	Revised Wording	Rationale
1	2	...moving forward on Council's priorities...	...moving forward on City Council's priorities...	Survey feedback stated, it was confusing to see early references to City Council using a shortened title and asked for an edit to ensure reader clarity in the Theme and Introduction sections.
	6	... with input from the public, Council and City Administration...	... with input from the public, City Council and City Administration...	
2	16	New addition	<p>Three Documents. One Direction.</p> <p>The Strategic Plan, Official Community Plan and Multi-Year Business Plan and Budget work together to strengthen the planning process and move the organization towards achieving its vision.</p> <p>The Official Community Plan embodies the long-term vision for Saskatoon and helps inform priority-setting in the Strategic Plan.</p> <p>The Multi-Year Business Plan and Budget includes initiatives and projects aligned with the Strategic Plan. The business plan will guide investments, projects, and service levels the City will implement and achieve.</p>	Internal feedback from subject matter experts noted that language highlighting the strong link between the Official Community Plan, Strategic Plan, and Multi-Year Business Plan and Budget was missing from the Our Guiding Framework section. The revised wording was added to make this link.
3	21	<p>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.</p> <p>Our unified strategy and shared values drive us to provide excellence in our local governance and core service delivery.</p>	<p>We are creating a collaborative and high-performing culture that builds on our vision, mission and common purpose.</p> <p>Through our shared values and Strategic Plan, we are committed to supporting each other to provide excellent public service.</p>	Change made to create a more concise definition of "One City". The edit was shared as part of an internal feedback process with subject matter experts.
4	28	New addition	Two asterisk footnotes added to clarify order of priorities.	Survey feedback asked for clarity around the order of priorities. Footnote wording was

				added to explain why priorities were presented in the order they appear within the various pillars.
5	31	...systemic discrimination experienced by LGBTQ2S+, systemic discrimination experienced by 2SLGBTQQIA+, ...	Change made due to survey feedback asking for the acronym used here to align with the City of Saskatoon's response to the Missing and Murdered Indigenous Women and Girls National Report released in 2019 that indicates changing the acronym to the proposed update. The proposed update stands for Two-Spirit, Lesbian, Gay Bisexual, Transgender, Queer or Questioning, Intersex, Asexual and other individuals of the gender and sexual orientation spectrum.
		...people experiencing disabilities...	...people with disabilities...	Survey feedback asked for this change to better align language with terms used within the community.
	32	...on matters of relevance to BIPOC, people experiencing disabilities and LGBTQ2S+ communities...	... on matters of relevance to BIPOC, people with disabilities and 2SLGBTQQIA+ communities...	Same as outlined above for changes made on page 31.
6	34	...fluctuations in commodity prices; these can...	...fluctuations in commodity prices, which can...	All changes within the Economic Development priority's description were based on feedback from industry experts and internal subject matter experts. Most had to do with simplifying or clarifying language.
		... to support investments that generate enduring...	... to support investments and sustain a climate that generates enduring...	
		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.	In this context, economic benefits include the potential for more employment opportunities, investments in social and physical infrastructure, corporate profitability, and an improving standard of living.	
7	35	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.	Research the effectiveness of business tax incentive and abatement policies and programs to identify options for their enhancement.	Simplify/clarify language.
8		Build on current incentives and regulations to encourage Downtown and infill development.	Review and build on current incentives and regulations to encourage greater Downtown investment and infill development.	

9		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 and Entertainment District.	Work with community partners to enhance existing facilities (or venues) to attract events, visitors and business opportunities that generate significant economic benefits in a post-pandemic world. This includes advancing the vision of a vibrant Downtown Event and Entertainment District.	
10		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.	Keep strengthening and growing the region's economy through regional planning with Warman, Martensville, Osler and Rural Municipality of Corman Park as well as with other municipalities and First Nations in the region.	Change made to include Osler in the statement, as this community's reference was missed in error in the original draft. Feedback provided by internal subject matter experts.
11		Create an economic/business advisory council and hold regular sessions to explore ideas and initiatives aimed at growing the local and regional economy.	Key action removed	Change made to remove key action on SREDA's recommendation. SREDA stated that sufficient avenues already exist for Saskatoon business leaders to provide economic advice and feedback. This action risks duplicating existing work.
12		Conduct an arts and culture economic development review, with a focus on developing appropriate strategies and policies for growing the sector.	Review and develop appropriate strategies and policies for growing the arts and culture sector.	Simplify/clarify language.
13	36	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.	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.	Simplify/clarify language.
14	37	New addition	... across sectors and governments is essential. They want to see strengthened leadership on these issues at the City.	Additional emphasis added to the description within the Community Safety and Well-being priority based on survey feedback.
15	38	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.	Develop a community-wide safety and well-being strategy that defines and evolves the City's role in addressing social challenges, with an emphasis on crime reduction, neighborhood safety and homelessness.	Survey feedback contained an emphasis on the need to address crime reduction, neighborhood safety and homelessness. Changes to this statement were made to reflect this need.

16		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.	Adopt a whole community approach to resiliency by continuing to engage stakeholders and partners in emergency management and business continuity activities. Populations disproportionately impacted by emergency and disaster events will be a particular focus.	Change to key action based on review by internal subject matter experts. Revised to simplify/clarify language.
17	43	...alterative revenue sourcesalternative revenue sources...	Spelling error correction
18	45	Through the Saskatoon North Partnership for Growth, important strides...	Through the Saskatoon North Partnership for Growth, with Warman, Martensville, Osler and the Rural Municipality of Corman Park, important strides...	Change to reference partnership members based on feedback from internal subject matter experts.
19	46	Adopt the North Concept Plan with Warman, Martensville, and the RM and Corman Park...	Adopt the North Concept Plan with Warman, Martensville, Osler, and the RM of Corman Park...	Change to correct an error omitting Osler as a participant within the North Concept Plan based on internal subject matter experts' feedback.
20	48	...that add people spaces at ground level.	...that add people spaces and places at ground level.	Changes made to better reflect the full intent of the statements as directed by internal subject matter experts.
21		...provide adequate public meeting spaces for a thriving...	...provide adequate public gathering spaces for a thriving...	
22	49	New addition	Support efforts to create safe, attractive and permanent infrastructure for the Downtown portion of the All Ages and Abilities Cycling Network.	Change made to include a reference to this key action, mentioned in the Transportation priority, within the Downtown Development priority to ensure consistent messaging in the document. Change based on survey feedback.
23	52	...the City as one of the highest emitters of greenhouse gases in the world to a model city of innovation...	...the City as a high per capita emitter of greenhouse gases to a model city...	Change made to wording based on a public query as part of the survey feedback and internal subject matter expert discussion.
24	55	Saskatoon has an accessible, affordable, equitable and modern transit system.	Saskatoon's transit system is safe, equitable and modern with ridership growing beyond pre-COVID numbers.	Change made to clarify the outcome statement on the advice of internal subject matter experts. Within the revised wording, "equitable" includes accessibility and affordability.
25	58	...to consistently deliver the required assets and services needed to support the growth of a welcoming and inclusive city.	...to consistently deliver the required programs, services, and infrastructure needed to support the growth of a welcoming and inclusive city.	Change made to better represent the intention of the statements within the description of the Deliver Excellence in Core Services and Operational Priorities section.
26		...finding creative ways to optimize these investments to help achieve desired results.	...finding creative ways to improve service and maximize efficiency in the use and	

			stewardship of taxpayers' dollars to help achieve the desired results.	
27	61	Enhance the City's Fusion enterprise asset management processes to improve predictive maintenance, operational efficiency, asset reliability and overall decision making for civic assets.	Enhance the City's Fusion enterprise asset management processes to improve predictive maintenance, operational efficiency, asset reliability and overall decision making for civic assets. Fusion is the City's enterprise resource planning software.	Sentence added to ensure readers understand what "Fusion" means, change made based on survey feedback.
28	67	Outcomes were originally listed in this order: <ul style="list-style-type: none"> • Welcoming and inclusive... • Municipal programs, infrastructure... • Saskatoon's emergency response... • Community safety and well-being are... 	Outcomes were re-listed to the following order: <ul style="list-style-type: none"> • Community safety and well-being are... • Saskatoon's emergency response model... • Municipal programs, infrastructure... • Welcoming and inclusive... 	The order that outcomes and key actions were presented in the Quality of Life and Public Safety priority was revised to align with what survey respondents felt was a more appropriate order of priority.
29		Key actions were originally listed in this order: <ul style="list-style-type: none"> • Create an enabling... • Continue to provide... • Sustain the Saskatoon Fire Department's... • As part of a whole community... • Keep improving... 	Key actions were re-listed to the following order: <ul style="list-style-type: none"> • Keep improving... • As part of a whole community... • Improve the Saskatoon Fire Department's... • Create an enabling... • Continue to provide... 	
30	73	...that combines existing health and safety, quality, risk and environmental...	...that combines existing health and safety, quality and environmental...	"Risk" removed from statement based on feedback from internal subject matter experts.
31	74	...the benefits of Fusion and investing...	...the benefits of Fusion and investing in the right technology to support a high-performing workplace. Fusion is the City's enterprise resource planning software.	Sentence added to ensure readers understand what "Fusion" means, change made based on survey feedback.
32	77	...the benefits of Fusion's human resources technology solutions.	...the benefits of Fusion's human resources technology solutions. Fusion is the City's enterprise resource planning software.	Sentence added to ensure readers understand what "Fusion" means, change made based on survey feedback.
33	80	Definition of Key Performance Indicators	These are the few strategic performance measures that an organization chooses to watch to get an indication on how well it is performing against its Strategic Plan.	Definition adjusted according to feedback from subject matter experts.

34		Definition of One City	<p>We are ONE CITY, City Council and Administration working together to best serve the residents of Saskatoon.</p> <p>We are creating a collaborative and high-performing culture that builds on our vision, mission and common purpose.</p> <p>Through our shared values and Strategic Plan, we are committed to supporting each other to provide excellent public service.</p> <p>We work together to make Saskatoon a great place to live, work, learn and play.</p>	Definition updated to the current definition.
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