



2021

SERVICE • SAVINGS • SUSTAINABILITY

Land Acknowledgement

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

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

The City of Saskatoon (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

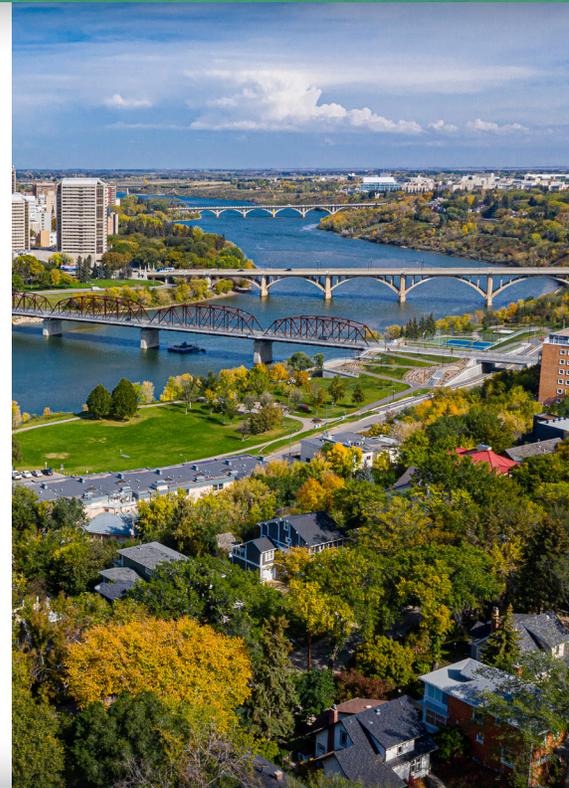
2021. A Year of Resilience & Readiness

2021 truly was a year to be ready...and resilient.

Despite the ongoing challenges related to the COVID-19 pandemic in 2021, City employees remained ready and resilient in working together to adapt and find innovative ways to improve service, increase savings and realize sustainability initiatives.

Our employees worked hard to safely deliver with as little disruption as possible – essential core services, quality programs and infrastructure residents rely on. City teams also demonstrated their determination to make progress on several major projects while navigating inflationary pressures.

This **2021 Service, Savings and Sustainability Report** reflects the City's year-over-year commitment to find savings, explore and take on new challenges, and find practical forward-thinking solutions to meet the changing needs of the community not only now but in the future.



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Message from the Mayor & City Council

As our community evolves, so does the way we strive to meet the needs of our residents.

This report shows how City of Saskatoon employees continue to look for innovation, efficiencies, and go above and beyond for the people of Saskatoon.

This past year, our corporation faced challenges dealt by the second year of a global pandemic. We were still able to find savings, improve service delivery, and focus on sustainability. The Home Energy Loan Program, mobile ticketing for Saskatoon Transit, preparing for ePermitting, and beginning work on our new waste diversion facility are a few examples.

Our staff are always looking to find ways to serve and better represent our community as a whole. In 2021, the City of Saskatoon participated in the first National Day for Truth and Reconciliation. It marked an important opportunity for all of us – staff, residents, and the corporation – to learn and continue our commitments towards reconciliation.

We've faced some difficult times recently as a community, but we've proven we are at our best when we work together. I'm confident that our employees will continue to find ways to work that result in savings, a more sustainable city, and more efficient and improved services for our residents.

Charlie Clark
Mayor



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

Message from the 2021 Executive Leadership Team

2021 saw the City of Saskatoon continue to adapt to change and new ways of working. We navigated the impact and challenges brought on by the second year of a global pandemic and stayed focused on keeping each other and our community safe. At the same time, we continued to deliver the key civic services, programs and infrastructure that citizens in our community rely on.

A huge achievement in 2021 was the launch of the first wave of Fusion, a major business transformation project that lays down the foundation for a modern and unified approach to managing our resources.

Change of this magnitude is never easy and we are so proud of the courage, resilience and ongoing efforts displayed by City employees to transition to the new systems and processes. Your willingness to challenge the status quo and embrace change is greatly appreciated and inspiring. The Fusion project is a great example of what we can achieve working together, as One City, towards a common goal.

I invite you to review the highlights in this report and see the many ways our City teams have worked together to improve service delivery and drive savings and efficiencies to move the city towards a more sustainable future.

Jeff Jorgenson

City Manager for the Executive Leadership Team



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



Our Strategic Goals



ASSET & FINANCIAL SUSTAINABILITY

Investing in what matters



ENVIRONMENTAL LEADERSHIP

Growing in harmony with nature



SUSTAINABLE GROWTH

Ensuring smart & sustainable growth



CULTURE OF CONTINUOUS IMPROVEMENT

The best-managed city in Canada



MOVING AROUND

A city on the move



ECONOMIC DIVERSITY & PROSPERITY

A thriving, diverse local economy



QUALITY OF LIFE

A warm, welcoming place

Our Strategic Goals are based on areas that the community and City Council identified in order to realize our Vision and accomplish our Mission.

View details at saskatoon.ca/strategicplan

Our Values

Our values are part of who we are, what we stand for and how we behave towards each other.

PEOPLE MATTER

RESPECT ONE ANOTHER

ACT AND COMMUNICATE WITH **INTEGRITY**

SAFETY IN ALL WE DO

TRUST MAKES US STRONGER

COURAGE TO MOVE FORWARD

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.



2021 Civic Satisfaction & Performance Survey #1 Results

The City conducted two civic surveys to measure residents' perceived quality of life in Saskatoon, satisfaction with civic services, areas for improvement, and future priorities. The two surveys were scheduled to be conducted in 2020, but because of the COVID-19 pandemic, they were postponed until 2021.

In 2021, we included additional questions within both surveys aimed at gathering public input to help evaluate the City's response to the pandemic and also measure the pandemic's potential impact on survey results.



88% Quality & Value of Services

88% agreed that they are satisfied with the quality of services provided by the City of Saskatoon. **86%** say they receive very good or good value from the services provided by the City.

87% Quality of Life & Satisfaction

87% of respondents say that they are satisfied with living in Saskatoon. **81%** of respondents rate the quality of life in Saskatoon as good or very good.

84% Communications

84% of respondents are satisfied with the quality of City communications.

77% Public Engagement

77% of respondents say the City provides meaningful opportunities to participate in engagement activities. **67%** of respondents say the City does enough to get the public's input on decisions. **65%** of respondents say the City communicates how it will use public input to help make decisions.

64% Customer Service/Contact the City

64% agree the City provides good customer service averaged across five categories. **55%** of respondents preferred contacting the City by telephone, followed by email **45%**.

34% Balancing the Budget

34% of participants prefer a combination of both property tax and user fee increases to balance the budget.

What We Heard in 2021



Strategic Goal Performance Indicators

90%

agreed that the City is effectively providing online services.

72%

agreed that the City is effectively providing a good mix of recreation, sport & cultural facilities year round.

79%

feel Saskatoon is an inclusive and welcoming city.

72%

feel the City does a good job preserving natural resources and protecting the environment.

79%

feel the City is effectively balancing growth throughout the City.

60%

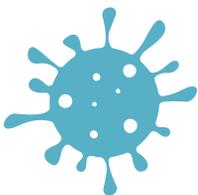
feel the City is investing in a mix of transportation options for moving around.

77%

reported that a friend or colleague would feel safe living in Saskatoon.

54%

feel the City is making downtown an appealing place to live.



Handling of COVID Pandemic

78%

78% feel the City has provided helpful and timely information on impacts to civic services during the pandemic. 76% feel the City has provided a safe environment to access City Hall, a Civic Leisure facility, use Transit, or participate in other City Programs and facilities. 71% feel that the City has provided sufficient online opportunities to conduct business during the pandemic.

2021 Civic Satisfaction & Performance Survey #2 Results

These civic surveys help us identify trends, opportunities, and issues of importance and they also assist in the development of baseline performance data. Survey results help inform decisions related to strategic priorities, budgeting, and service delivery and also highlight opportunities for continuous improvement. The City's Governance & Priorities Committee received the final survey results on October 18, 2021.

Review final survey results here: <https://www.saskatoon.ca/engage/2021-civic-surveys>



Performance

Telephone (T) - Online Panel (OP) • Performance Score out of 10

Transportation & Utilities

The top three services where respondents reported highest satisfaction are:

- reliability of electrical services* (8.4)
- quality of drinking water (8.3)
- speed of water main breaks repairs (7.5)

* Reliability of electrical services' is reported for Saskatoon Light & Power customers only.



Community & Public Services

Respondents were most satisfied with:

- fire protection (8.1)
- maintenance of city parks (7.6)
- police services (7.5)



Waste Management

Respondents were most satisfied with:

- garbage collection (8.0)
- recycling collection (7.8)
- landfill services (7.4)



Recreation & Culture

Respondents were most satisfied with:

- indoor leisure centres (7.8)
- outdoor sports fields (7.8)
- paddling pools and spray parks (7.7)



What We Heard in 2021

Service Priorities

Key Weaknesses (Improve)

- Snow & ice road maintenance
- Maintenance of major roadways and freeways
- Traffic management
- Street maintenance in your neighbourhood **(T)**
- Accessibility of infrastructure for people with disabilities
- Planning for growth and development



Key Strengths (Maintain)

- Quality of drinking water
- Reliability of electrical services*
- Fire protection
- Police services **(T)**
- Garbage collection
- Speed of water main breaks repairs **(OP)**
- Recycling
- Maintenance of city parks

* Reliability of electrical services' is reported for Saskatoon Light & Power customers only.



Preferences for Service levels

More Services

- The top three services where residents would like the City to provide more service include:
 - Affordable Housing **(62%)**
 - Road Maintenance **(55%)**
 - Snow & Ice Management **(48%)**



Impact of Covid-19

In 2021, residents were asked to share how the COVID-19 closure of services impacted their satisfaction ratings. **60%** of respondents reported that COVID-19 had **some level of influence on their ratings.**



Kudos from Residents in 2021

Job Well Done

"From the initial call into the Care Centre, to having a crew come to her house to clear the sewer line was just over 2 hours. Everyone she dealt with was friendly and efficient, and she can now leave for holidays knowing the issue has been dealt with."

Snow Removal

"I wanted to thank the City of Saskatoon snow removal crew for all their hard work, efforts and long hours. I truly appreciate how well our roads are maintained in the wintertime. You are truly appreciated!!!!!!"

Friendly Employees

"Tammy called to say that the guys who came to do her sewer backup last night, Jan 4, were the most friendly and kind employees we have."

Kudos for Roadways

"Judy from Adelaide St. called in to give thanks to the graders that came out to clear the ruts on her street this morning. She had called in last night and just wanted to say that they did an amazing job, and appreciates the prompt service."

Thank You Roadways

"About a week ago after that unusual warm spell, which rutted up the streets badly, the City graders came thru and levelled off the ruts. That was all that was needed. It was quickly done, even though I don't park in the front street, as I have a garage in the back alley. About an hour ago, I opened my garage door to see that the back alley had been graded to smooth out the ice-hardened ruts. Our back alley was in terrible shape and now you couldn't ask for it to be anything better. This was completely unexpected and extremely appreciated."

Thank You for Fixing the Water Main Break!

"Hello, I just wanted to pass along our thanks to the crew that worked on the water main break at the intersection of Bow Court and Assiniboine drive. It looks like it was a big project and possibly a frustrating one (I heard it broke again after they fixed it on Sunday).

We appreciate how quickly you were able to get our water back up and running.

All the best!

Thank You!!

"Wakabayashi Cres was graded today and would like to express how thankful they are for this, great job!"

Thank You Grader

"Katarina called to say thank you to the grader operator that was clearing ruts on Ave E and 22nd St W. She said it didn't look like it was an easy job but the grader did an excellent job of clearing the street and getting things operating again."

Kudos to Mayor & Council

"Helen wants to pass along that she is proud of our Mayor & Council for making the decision to extend masking mandates in the City. She is a grandmother and has a 5-month-old grandson who cannot be vaccinated, and was happy to hear that we are doing the right thing and trying to do what they can for the citizens of Saskatoon."



Frozen Water Connection Thank You

“Stacey called in to say thank you for all the effort and hard work the City put in to getting their frozen water connection thawed. Between diagnosing, having water delivered, and after a few attempts we were finally able to get the water running again for her. She sees how much work went in to this and really appreciates all we do!”

Tree Trimming on Cooper Cres

“Received a call about tree trimming that occurred on Cooper Cres the last week in February. They did a “Bang up job” and the residents are very happy with it!”

Snow and Ice

“I would just like to say Kudos to the snow removal crews for the excellent service this winter. We live at Kerr Road and greatly appreciate that the snow was not only removed from the front of our driveway but also in front of the mail boxes beside our driveway. Please pass our thanks on to the people who are out there in the bitter cold and middle of night to ensure that our roads are clean and safe!”

Kudos to the Pothole Patching Crew

“Graham called in to give a kudos to the roadways crew that was out yesterday at 4th behind the food bank- 400 block of Ave C South. He says the guys were really great, super pleasant and did a fantastic job patching all the potholes. Even some of their patrons stopped in and told Graham that they were great!”

Thank You

“Thank you so much to all the City of Saskatoon employees who helped to facilitate and physically open up the stormwater drain in front of our home at Beurling Crescent (Wildwood). The water, from the adjacent park and snow piles along the street, is now running freely into the drain. Our neighbors down the street are also appreciative because of the efficient water drainage and they have less water sitting along their curbs and driveways. Thank you again.

Thank you for your efficient service.

Take Care. Stay well and safe.”

Street Sweeping

“Jeff wanted to let the crew know what a great job the Street Sweeping crew did on Bain Cres in Silverwood”

Thank You for the quick repair of main break

“We had our first watermain break on the 400 block of Begg Crescent (East College Park) recently, the first one in 47 years since I built our house here. The break was quickly located and the water was shut off after notifying all affected houses, that this was to shortly occur. The break happened in the early hours on Sunday am. Even though I was able to get a few containers of water filled, the city surprised me and left 4 (5 gallon) Culligan water containers on my front step. Very nicely done and well-appreciated. Also a water tank trailer was dropped off. On Monday, morning the repair crew quickly found the break and proceeded to break thru the pavement and frozen ground. It was at least -30 C and this repair job was complete after about 5 hours. The whole crew had their own jobs to do and worked very efficiently to bring the job to completion, I thought, in record time. Extremely well done.”

Public Engagement Highlights

In 2021, COVID-19 physical distancing continued to impact how the City engaged with the public, stakeholders, and community partners. As such, all engagement activities were conducted virtually through online public meetings, workshops, and surveys.

The Public Engagement Section also worked to build and strengthen ongoing relationships with community organizations to help offset obstacles to engaging with Saskatoon's diverse communities during the pandemic.

The City wishes to thank everyone who participated in virtual public engagements in 2021 to provide their valuable input on a wide range of projects and initiatives.



- **Speed Limit Reviews**
- **Civic Services Surveys**
- **Draft Strategic Plan 2022-2025**
- **College Corridor Plan**
- **Zoning Bylaw Review**
- **'Hoist the Hoops' Outdoor Basketball Court**
- **Boulevard Garden Guidelines**
- **Renewable Energy Strategy**
- **Water Conservation**
- **Green Infrastructure Strategy**
- **Dundonald Avenue Solar Farm**
- **Park Developments**

The City is set to restore in-person engagement activities in 2022 and will continue to also offer virtual engagement options to accommodate various situations and preferences.

Visit saskatoon.ca/engage to view the latest engagement opportunities to share your input on.



Awards & Recognition

City Awarded 20th Consecutive 'AAA'/Stable Credit Rating from S&P Global

S&P Global Ratings (S&P) reaffirmed the City of Saskatoon's credit rating as the highest rating possible, a 'AAA' credit rating with a "Stable" outlook. The City has maintained the 'AAA'/Stable credit rating for twenty years since S&P first began affirming the City's credit ratings in 2002.

Given the financial challenges the City and other municipalities continued to weather in 2021 due to the COVID-19 pandemic, this rating is reflective of the City of Saskatoon's ongoing strong governance and financial management practices.



National Financial Award for Excellence in Financial Transparency and Accountability

For the 14th consecutive year, the City of Saskatoon was presented with the Canadian Award for Financial Reporting (CAnFR) from the Government Finance Officers Association (GFOA) of the United States and Canada.

The CAnFR award, for the City's **2020 Annual Report**, represents a significant accomplishment for municipal government and its financial management. The award recognizes the City's commitment to high standards and excellence in financial transparency and accountability.

The City is proud to receive this award and proud of its employees who are dedicated to making the City of Saskatoon a leader in producing high-quality financial reports year after year.



“Our prudent financial management and dedicated strategies allowed the City to remain ready and resilient in the delivery of essential core services citizens rely on - while balancing our budgets.”

Clae Hack, Chief Financial Officer, City of Saskatoon

Resilience & Readiness in 2021

Our Service Delivery – Dedicated to Continuous Improvement

RIDERS GOT ON BOARD WITH NEW MOBILE TICKETING

Saskatoon Transit riders were quick to adopt the new mobile ticketing platform launched in 2021 on the TGo and Transit apps. Transit riders can now purchase their single fares or transit passes on their mobile devices, anytime, anywhere. The touchless form of payment is not only attractive to riders, but it is also generating significant savings for Saskatoon Transit thanks to lower administration costs, hardware maintenance and lost revenue.

EXPERIENCE TRANSIT PROGRAM EXPANDED TRAINING

Experience Transit is a free program designed to teach people with little to no experience using public transit how to travel safely, independently and spontaneously on Saskatoon's public transit system. In 2021 a new partnership with Saskatchewan Polytechnic's Therapeutic Recreation program led to the development of a travel training practicum. Students were given hands-on experience working as **Experience Transit** travel trainers working directly with individuals with transportation barriers.



From L to R: **Tane McLachlan** (Therapeutic Recreation student), **Courtney Doherty** (Johnson Shoyama Graduate School of Public Policy executive intern/program developer & implementer), **Rachel Henderson** (Therapeutic Recreation student).

SASKATOON
transit

**Pay your fare,
anywhere.**

Purchase bus passes on the go with the new **TGo app** or in the **Transit app**.

tgo **transit**

Get the apps now by scanning the code or visiting SaskatoonTransit.ca/TGo

WORDS MATTER

The City is committed to a respectful workplace free from harassment, discrimination, disruptive workplace conflicts and inappropriate interactions. This includes interactions with the public as well as among City employees. In 2021, the City launched the **Words Matter** campaign. Messages were placed in high traffic areas in civic buildings to remind employees and members of the public that the City of Saskatoon is a respectful workplace.

Words Matter ... Use the ones you like to hear.

WORDS MATTER

DOUBLING MINOR SIDEWALK REPAIRS

Every year, the City does minor repairs on sidewalks around the city to address tripping hazards. In 2021, a new process for inspecting and dispatching crews was implemented that significantly increased crew efficiency. New work planning tools gave crews more information so they could plan their work more efficiently. As a result, the number of sidewalk repairs completed nearly doubled compared to 2020.

STREET SWEEPERS GET EQUIPPED: WHITE NOISE BACKUP ALARMS

Street sweepers are the latest in the City's fleet to be equipped with white noise back up alarms. The alarms direct noise to the back of the sweepers rather than in all directions. This increases safety, since sweepers frequently back up, but is less disruptive to nearby residents.

CELEBRATING WATER WORKERS WEEK

Saskatoon's water and wastewater systems are vital to community health and quality of life, but they don't operate on their own. Water and wastewater workers repair water mains when there's a break, run lab tests, help customers, work on major water infrastructure projects, install meters, monitor water intake and ensure equipment operates efficiently.

In September 2021, the community gathered to give a shout out to the hundreds of City water and wastewater workers for providing an essential service 24 hours a day, 7 days a week, 365 days a year. Throughout the COVID-19 pandemic, the City's essential workers continued to ensure the water we drink is clean and the water we dispose of is properly treated before being returned to the environment despite the heightened risks.



WASTEWATER TREATMENT PLANT HITS THE BIG 5-0!

At the opening ceremony of the H. McIvor Weir Water Pollution Control Plant in 1971, Mayor Sid Buckwold received a "private key to the big bathroom" from the Chief City Commissioner. Sewage treatment has come a long way in the past 50 years, with numerous improvements and expansions having taken place at the plant.

Today's wastewater treatment plant features a number of sustainability and efficiency advancements, including a Biosolids Handling Facility and a UV Disinfection system to deactivate harmful microorganisms and disease-causing bacteria before water is released into the environment.

Resilience & Readiness in 2021

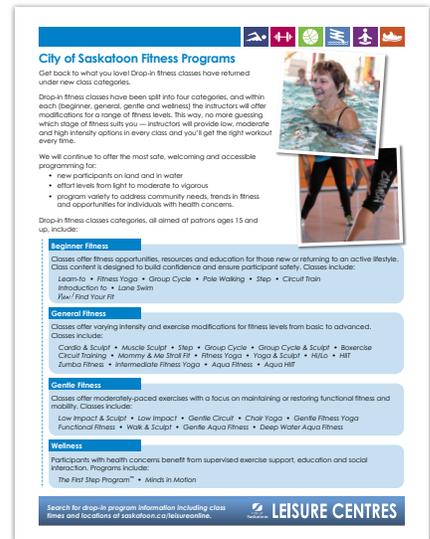
NEW GUIDE DEVELOPED TO PREVIEW CONSTRUCTION PROJECTS FOR CONTRACTORS

At the end of 2021, a new professionally designed Construction Forecast was created to give contractors a preview of upcoming projects they might want to bid on. The forecast includes projects led by various City departments (Construction and Design, Parks, Saskatoon Land, Transportation) as well as important safety messages and information about the City's procurement process, including Indigenous Procurement and Engagement.



FITNESS PROGRAM REVIEW

The Program Design Team conducted a review of the fitness classes offered at Leisure Centres to ensure programming was safe, welcoming and accessible. The review led to the creation of a new fitness framework. Classes are split into four categories—beginner, general, gentle and wellness—with fitness instructors offering low, moderate and high intensity options in every class. The new framework ensures participants get the right workout every time.



PLANNING UNDERWAY FOR LAUNCH OF DEDICATED DIGITAL SIGNAGE

The Digital Signage project aims to install TV screens in civic buildings and facilities to increase the effectiveness of employee communications. The project addresses the long-standing challenge of reaching over 3,000 employees in the City by removing barriers to delivering and accessing corporate information. A content management system provides a flexible, scalable way to effectively manage content. With preliminary and planning work complete, the rollout of TV screens is expected to begin in 2022. These screens will provide offline City employees with the best information to serve residents.

TOPDRESSING NEIGHBOURHOOD SPORTS FIELDS

A pilot program was launched in 2020 to rejuvenate and enhance turf quality on 12 neighbourhood sports fields. Topdressing treatment included aerating the turf and adding a thin layer of topsoil/compost mixture and seed. The compost is provided by the City's composting depots. The pilot program expanded in 2021 to include 24 sports field and will expand again in 2022 to included 36 sports fields.

Snow Removal

Lois would like to say a big thank you to the grader team: "I noticed that the grader came down the lane by our place yesterday and cleared some snow. Thank you! It was not always safe turning onto 108th St., and I appreciate the ability for all to get in and out safely."

Thank you!

Kudo's to W&S Crews

"Calvin lives on Dufferin Ave and was very impressed with everyone involved in the water main break repair this week. Everyone was very respectful and helpful from the time the water started surfacing"

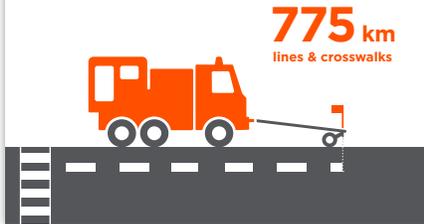
Major Road Projects

- > Circle Drive overpass rehabilitation at 8th Street.
- > College Drive eastbound resurfacing from Central Avenue to city limit.
- > 20th Street resurfacing from Avenue H to Avenue M.
- > 8th Street median lane resurfacing from Broadway Avenue to Lorne Avenue.
- > Wilson Crescent resurfacing from Preston Avenue to Clarence Avenue.



Road and Crosswalk Painting

Approximately 775 kilometres of road lines and crosswalks were painted in 2021—roughly the distance from Saskatoon to Winnipeg.



Roads Rehabilitated

More than 1,600 lane kilometres of road have been improved since 2014—about the distance from Saskatoon to Vancouver.

2014-2021
1,600
lane km

2021
207
lane km

Sidewalks Improved

Approximately 153 kilometres of sidewalks and curbs have been improved since 2014—about the distance from Saskatoon to Wynyard.

2014-2021
153 km

2021
28 km



Water and Sewer Mains

Approximately 22 kilometres of water mains and sewer mains were replaced or rehabilitated in 2021—about the distance between Saskatoon and Martensville.

503 lead and fiber connections from street to property were replaced.

2021
22 km
water mains

503
connections



A BUSY 2021 CONSTRUCTION SEASON

Travelling on College Drive from Central Avenue eastbound is a much smoother experience thanks to a four-week road resurfacing project over the summer of 2021. Several other road projects finished earlier than expected, giving the City more time to finish other projects. In total, approximately 207 kilometers of roads were improved. In addition to College Drive and rehabilitation of the Circle Drive overpass at 8th Street, which finished early, road construction took place following water main replacements in several neighbourhoods, including Caswell Hill and Nutana.

NEW LEISURE GUIDE DISTRIBUTION MODEL

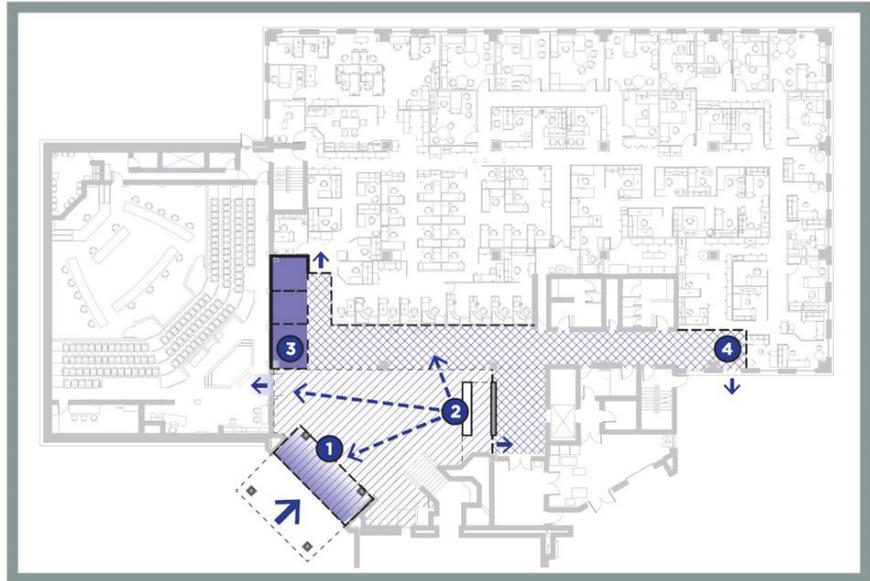
The City of Saskatoon Leisure Guide—the community's go-to source for sport, culture and recreation information—was officially transitioned from home delivery to pick up and online distribution. This was the final step in a two-year phased plan to reduce the guide's environmental footprint while moving towards a digital-first approach for the promotion of recreation programs and services. The guide continues to be produced three times a year and provide current information on drop-in and registered program information for all ages and abilities, a listing of leisure facilities and attractions and an advertisers' section.

Resilience & Readiness in 2021

CITY HALL LOBBY PRIORITIZES CUSTOMER EXPERIENCE

The lobby at City Hall had a minor facelift to improve the customer service experience. The Information Desk was permanently removed to make room for a new and highly visible Customer Care Kiosk, which faces the front doors to promote easier interaction with residents.

The Care Agent at the kiosk will now be seated at eye level to better assist residents. Lobby space was also reorganized to make way for additional space for residents to meet with employees on the first floor.



City Hall Lobby

SIDEWALK INVENTORY MAP

The City's **Active Transportation Plan** identified connectivity as key to increasing active transportation in Saskatoon.

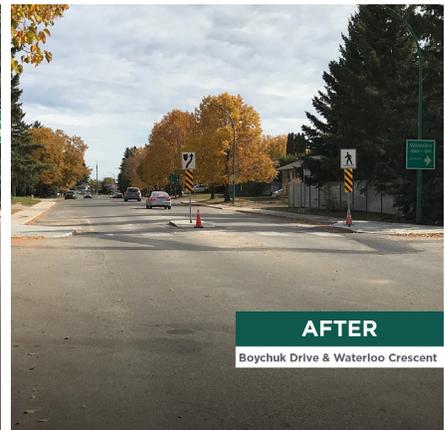
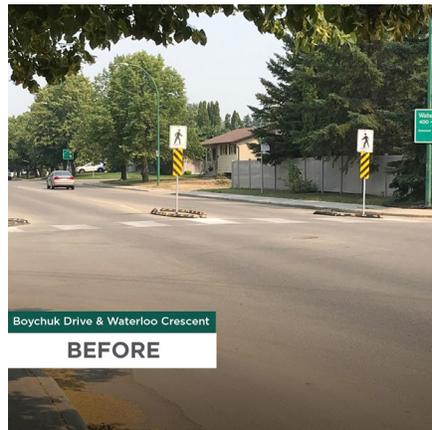
Since sidewalk infrastructure plays an important role in developing a connected active transportation network, the City developed a Sidewalk Inventory Map to highlight missing sidewalk segments.

This map is being used to identify prioritized locations for sidewalk construction using grant funding offered by the federal government.

THE FINAL NEIGHBOURHOOD TRAFFIC REVIEW

Since conducting the first Neighbourhood Traffic Review (NTR) in 2013, transportation engineering staff have collaborated with residents to conduct 77 traffic reviews in established neighbourhoods. The final NTR was completed in 2021. The NTR program was designed to address traffic issues one neighbourhood at a time. While the process has evolved over the years, the public consultation component has remained a constant.

The City's neighbourhood approach to traffic safety earned the NTR program the APEGS Exceptional Engineering/Geoscience Project Award in 2019 and the Project Management Institute, North Sask Chapter's Project of the Year Award in 2016.



UPGRADING THE CITY YARDS

On an average day, more than 500 City staff pass through the City Yards as they go about delivering city-wide services. Upgrades to improve site safety, security and efficiency began in 2020 and continued through 2021. Projects included: electrical capacity upgrades, storm and sanitary system upgrades, new fire suppression, alarm and heat sensors in various buildings.

A new building was also constructed at 88 King Street for indoor equipment storage. These upgrades will increase the longevity of the City Yards so work can continue out of the site safely, securely and efficiently.

Security upgrades included erecting perimeter fencing around the entire property and adding a guard house at the main gate. Upgraded lighting, card readers and cameras will enhance security, while dedicated parking areas and improved signage will ensure safe movement around the site.

Construction of a **new fuel island** started in 2021. Replacement of the outdated underground tanks and fueling station was a high priority. Phase 1 projects were largely completed (design, procurement, project management administration, construction of above ground tanks and fueling station). Phase 2 will involve removal of the old underground tanks and fueling pumps as well as site remediation.

The 112-year-old **John Deere building** may be the oldest building on the City Yards site, but renovations are giving it a new lease on life. Major upgrades in 2021 include replacing the old boiler with a forced air system and installing Wi-Fi capacity. Up to 70 employees work out of the JD building with another 20 field employees starting and finishing their day there.



Snow & Ice

“Lesya would like to say a big thank you to the roadways crews!

Thank you so much for your hard work!!! I was so impressed of clear roads on my way to work this morning. I was so frustrated about driving after a major blizzard last night but the city crew did an amazing job overnight.

Thank you so very much!!!!”

Kudos to the Roadways Department

“Would like to give thanks for the Roadways crew working hard around the clock to help the residents of Saskatoon get moving again. You are appreciated. Ruts were all scraped down on Neatby Cres in Parkridge.”

Resilience & Readiness in 2021



DRIVE WITH CARE BYXE CAMPAIGN

The Drive with Care campaign challenged stereotypes about vehicles and bikes sharing the road. Adapting a successful campaign used in Pittsburgh, the City campaign showcased real people who ride their bikes to work, for recreation and fitness, and who also play an important role in the community: a doctor, a nurse, and a fire fighter. People loved the campaign and sent in many positive comments in support of giving more space to people on bikes.

IMPROVEMENTS TO SASKATOON.CA

In 2021, Saskatoon.ca had close to 9 million visits—nearly half from people using smartphones or tablets. To ensure a quality website experience for all visitors, a large-scale update to Saskatoon.ca included ensuring the site is fully functional on all mobile devices. Improvements also give City employees easier access to webpages, a simplified workflow and the ability to update from several devices, which in turn means timelier, more accurate information for residents.



BYXE WEEK

With restrictions on gatherings in place during the Covid pandemic, the annual Bike to Work Day held every spring was in danger of being cancelled—until it was turned into BYXE Week. BYXE Week challenged people to take their bike to a destination where they would normally drive, whether to work, to school, to the gym or out for coffee. The initiative was a great success, attracting as many participants as the in-person event along with dozens of online photo entries.

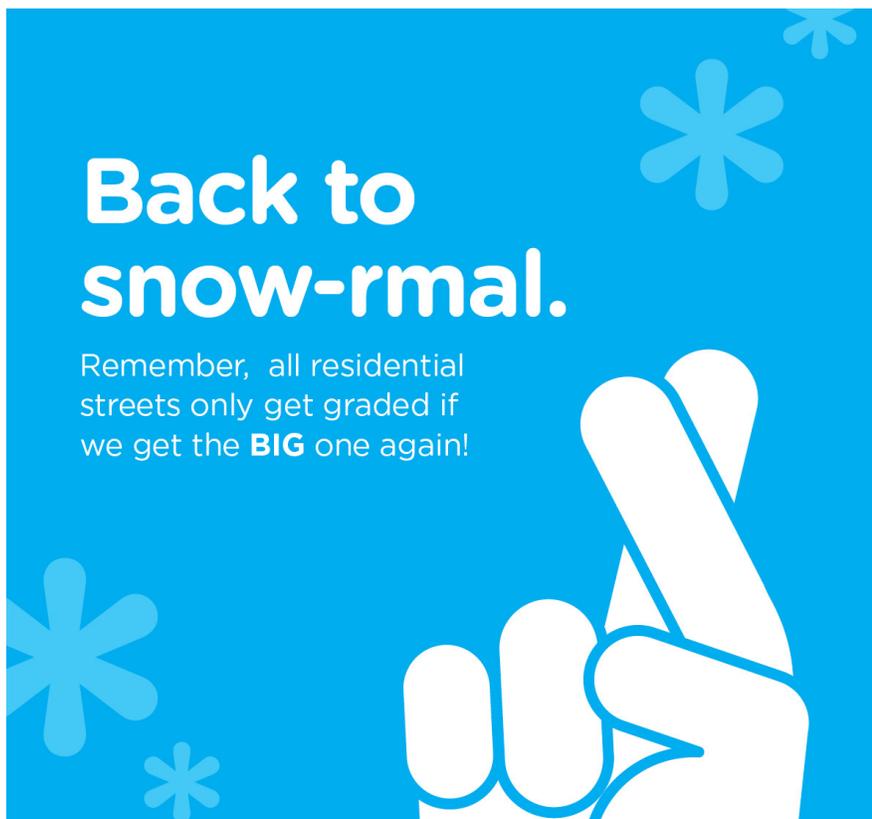


STREETSMARTS DIGITAL CAMPAIGN

No one likes to be told what to do. So, how do you make traffic safety messages bearable for people in cars, on bikes and on sidewalks? With retro colours and 80s tunes, of course. In spring 2021, StreetSmarts animated images tackled traffic safety topics such as slowing down at pedestrian crossings, tips on sharing bike-pedestrian pathways, facts for winter driving and more. Using upbeat images, messages encouraged people to “test your StreetSmarts about traffic safety and look out for each other out there on the road.” Check out images at <https://www.saskatoon.ca/moving-around/driving-roadways/streetsmarts>.

BACK TO SNOW'RMAL

After the historic snowstorm of November 2020, when every street in Saskatoon was graded and the snow removed out of necessity, the City wanted to remind residents that service was returning to SNOW'rmal. In December, a city-wide mailing described standard priority street grading with a reminder that residential streets are not normally graded. It wasn't a popular message, but it was important. Advertising on local radio stations, online media websites, newspaper and social media helped get the message out to all residents.



Snow & Ice

"Kathline will like to say a big thank you to the Roadways crew who came to clear Parkridge neighborhood from the bad ruts."

Snow & Ice

"Linda from 2nd St E will like to say a big thank you to the roadways crews that cleared her back alley. She said they did a fantastic job."

Thank You Roadways

"A resident on Oliver Cres would like to say thank you for grading her street, as well as the back alley. She was also very happy with how quickly you came back to remove the windrow that had been left blocking her gate."

Efficiencies Gained in 2021



LOOKING FORWARD: 2022-2025 STRATEGIC PLAN

The City got to work on a new Strategic Plan, the guiding document that sets direction and priorities for the City over the next four years. Along with the Official Community Plan and 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. A draft version of the plan was shared with staff and residents and a summary of feedback was attached to a report sent to Council in November 2021. Input from a wide range of engagement activities was used in drafting the final version of the plan, which was to be approved by City Council in January 2022.

CITY ADOPTS MULTI-YEAR BUDGETING

The City adopted Multi-Year Budgeting in 2020-2021 to improve financial transparency, provide a lens for longer-range planning and create new internal efficiencies. Preparing a civic budget is a critical, complex task. It takes months of coordinated work as every branch of the corporation must set mandates, compile budget options and build budget documents. Moving to a multi-year budget enables the City to approve two years of budgets, with the opportunity to adjust the second year in the future.



WINTER CONTRACTORS GET GPS

The expansion of GPS technology from City-owned equipment to contractor snow clearing equipment led to more efficient scheduling and tracking. The City relies on contractors to provide snow clearing on priority streets outside of Circle Drive. The expansion of GPS technology allows the City to use the same software on contractor and City equipment. Efficiencies include progress tracking, public updates, checking missed street locations, answering citizen inquiries and substantiating claims.



IMPLEMENTING MULTI-FACTOR AUTHENTICATION

Multi-Factor Authentication (MFA) has been made a requirement on all City accounts as well as on any device used to carry out City business. MFA adds a second layer of security to prevent people other than the account holder from logging in. A standard for companies, banks and other organizations worldwide, it is one of the most effective ways to safeguard data.

APPEALS FORMS GO ONLINE

Up until 2021, applications for Access to Information, Online Development Appeals, License Appeals and Board of Revisions Appeals were done using paper-based, mail-in forms. That changed when all four forms were replaced with online versions and an integrated online payment platform. Residents can now fill out forms from the comfort of their homes.

NEW HYBRID MEETING SPACES

COVID-19 restrictions in 2020 resulted in nearly a quarter of City staff working remotely, and the situation remained uncertain through much of 2021. The City adapted to this new way of working by adding audio visual technology to meeting spaces, enabling hybrid meetings with employees participating in-person or virtually. An added benefit is that these hybrid meeting spaces are helping reduce the City's carbon footprint, as fewer people are required to drive to the meeting site.

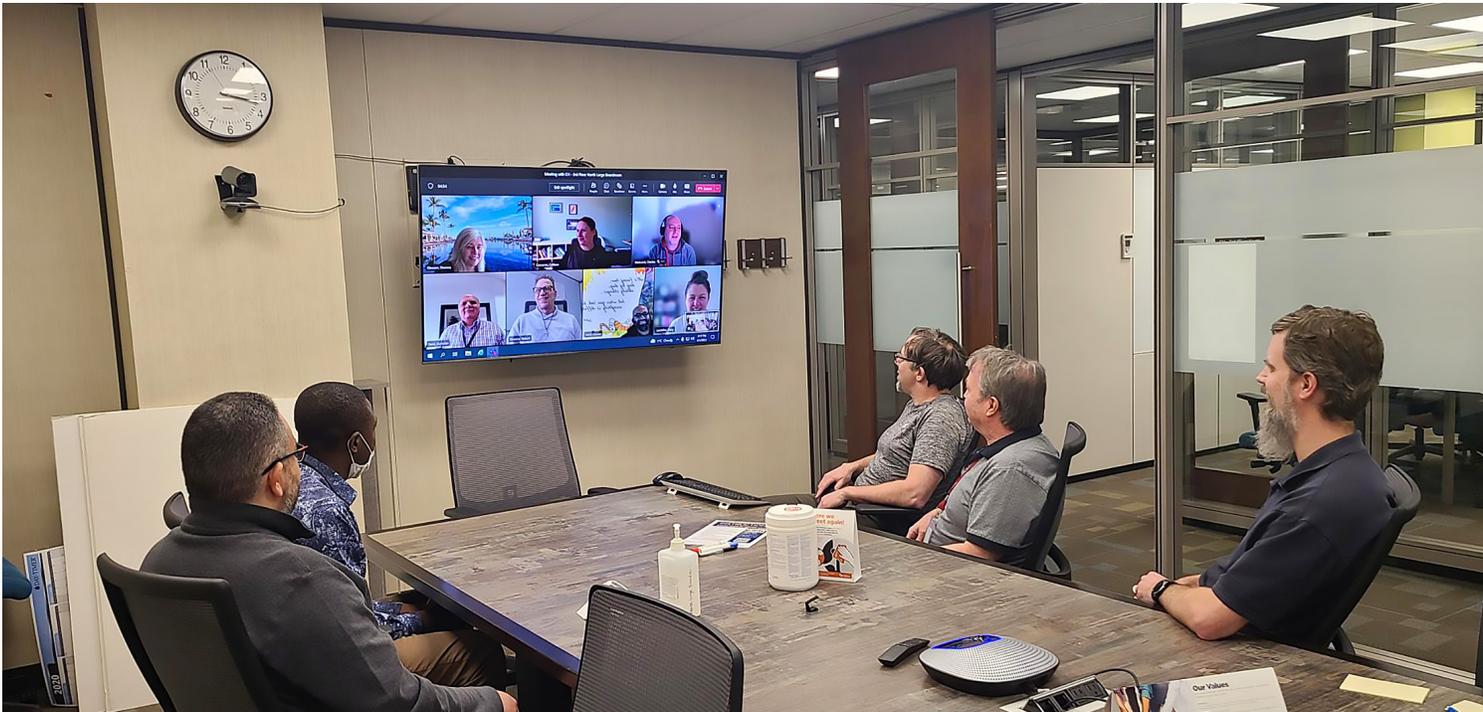
The City is adopting Multi-Factor Authentication (MFA) in Summer 2021

MFA protects account security by periodically requiring a second method of confirming your identity after entering your password.

When you receive an email from IT to register for MFA, don't delay!
Take 5 mins to register immediately.

TIP! Ensure you're using the Outlook Mobile App to access corporate email to avoid loss of access when MFA is enabled.

MFA is **not optional**. Failing to register by the deadline can result in getting **locked out of your account**.



Efficiencies Gained in 2021

NEW TEMPLATE FOR CONSTRUCTION NOTICES

A new template for Construction Notices improved information sharing about upcoming construction work. The initiative saves time, prevents redundant communication, reduces confusion and prepares frontline staff to best answer questions from the general public.

The Construction Notices feature a project description with timelines, answer common questions about noise, utilities, waste collection, deliveries, parking and more, as well as important health and safety information.

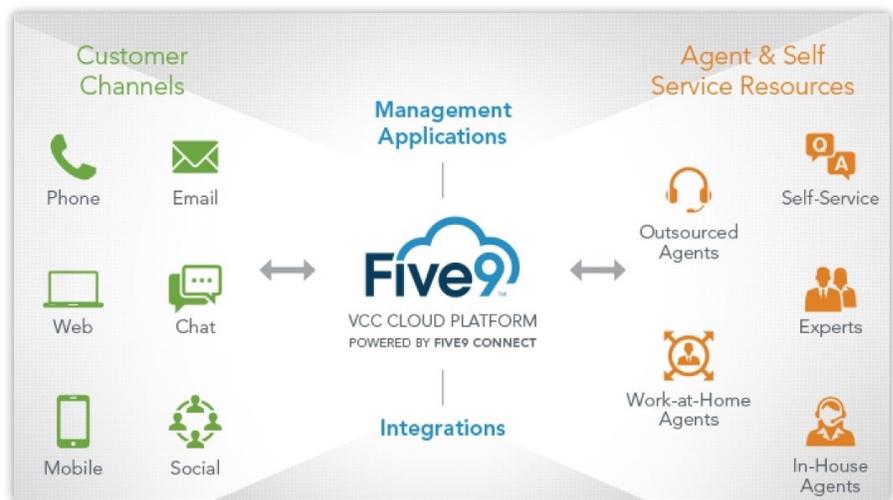
STREAMLINED STREET SWEEPING

A new approach to planning and scheduling street sweeping crews introduced in 2021 proved a success. The spring residential street sweeping program was completed in record time, shaving two days off the work program (a 5% reduction).

This is an important gain—Saskatoon’s remarkable growth over the past decade has placed ever-increasing demands on street sweeping resources. Innovative approaches to scheduling creates resource efficiencies while maintaining service to the public.

CORPORATE CONTACT CENTRE INITIATIVE

Service Saskatoon led an initiative to bring the major contact centres—the 24-hour Contact Centre, Saskatoon Light and Power, Corporate Revenue, Transit and Access Transit—into one corporate contact centre system. The cloud-based solution gives agents the ability to work from the office or home and customers the ability to choose a call back option. This best-in-class technology is a step toward aligning civic systems.



SELF-SERVE WEB MAPPING

In 2021, IT implemented a self-serve GIS mapping service that allows users from other departments to search for, access and develop their own maps and applications without GIS team involvement. This service improvement also allows GIS developers to focus their efforts on other priority projects. Residents can now fill out more forms from the comfort of their homes.

CITY ENHANCES CYBERSECURITY PROGRAM

As digital scams become increasingly sophisticated, the City is staying in step with the rapidly changing risk level and adjusting accordingly. In 2021, the City enhanced the cybersecurity program to manage and coordinate cybersecurity functions and reduce the overall corporate risks.

UPGRADING PROJECT PORTFOLIO INTAKE

Improvements to the City’s project intake and prioritization model will improve service to residents by assigning finite IT resources to projects that align with City strategies and priorities.

Fusion Launch 2021

A HUGE MILESTONE FOR OUR ORGANIZATION WAS THE LAUNCH OF FUSION, WHICH WENT LIVE IN JANUARY 2021.

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

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

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

Transitioning to our new SAP systems in 2021 created a huge amount of change in the way we do business. While we encountered some challenges as we got started, we remained dedicated to helping each other work through extensive employee training and our change management approach, and to our planning for additional functionality to help us realize greater efficiencies.



THE IMPACT OF FUSION HAS BEEN IMMEDIATE FOR EMPLOYEES AND MANAGERS.

- Enabling the replacement of more than 90,000 paper based leave report requests with an online system enabling employees to request vacation, sick and other leaves in seconds.
- Immediate online access to income tax documents, vacation and SDO balances and pay slips.
- For managers the online leave system results in error reduction, improved monitoring and enables timely and accurate tracking and coding of the requested leave.

Fusion supports the City and its boards and corporations by fusing our many diverse processes, creating new energy and a unified approach to managing our resources.



FUSION, WHEN FULLY IMPLEMENTED, WILL PROVIDE MANY BENEFITS FOR THE CITY:

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



Dedicated to Providing a Great Quality of Life

Reconciliation and Inclusion

CITY “WALKS THE WALK” FOR NATIONAL DAY FOR TRUTH AND RECONCILIATION

The City’s response to the National Day for Truth and Reconciliation (also Orange Shirt Day) left many employees feeling proud. Municipalities were not obligated to observe the statutory holiday and yet Saskatoon City Council was unanimous in its decision to do so. This illustrates the City’s strong commitment to reconciliation. It created time and space to acknowledge the truth of our history in this country, and the opportunity to participate in activities or events that promote understanding and healing or to otherwise reflect on the legacy and impacts of the Indian Residential School System. It demonstrated the City’s deep respect and support for Residential School Survivors, those who did not make it home, and families impacted by loss.



TRC CALLS TO ACTION INSPIRE BUS SHELTER ART - JUNE 2021

Saskatoon Transit and students from the E.D. Feehan Newcomer Youth Engagement Program (NYEP) and the miyo mâcihowin program met with Metis Elder Nora Cummings, First Nations Elder Harry Lafond, and Newcomer Community Leader Senos Timon to create and design a bus shelter by their school - on the north side of Rusholme Road, west of Avenue M.

The student’s artwork was put together by Muveddet Al-Katib, an immigrant artist working with the NYEP as an art educator, and then laser cut by Metal Shapes Manufacturing.

The idea behind Saskatoon Transit’s Bus Shelter Art Project is to comply with the Truth and Reconciliation Call to Action #79; calling upon the government, Indigenous organizations and the arts community, to develop a reconciliation framework for Canadian heritage and commemoration, including integrating Indigenous history, heritage values and memory practices into Canada’s history.

As of June 2021, there are three Indigenous inspired bus shelters in Saskatoon at the following locations:

- In front of Aden Bowman Collegiate (1904 Clarence Ave S)
- 12th Street and Broadway Avenue
- E.D. Feehan on the north side of Rusholme Road, west of Avenue M (pictured above)

#ROCKYOURROOTS

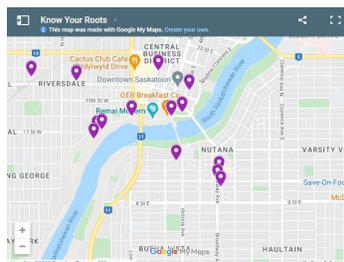
In its role as co-chair of Reconciliation Saskatoon, the City helps organize the annual **Rock Your Roots Walk for Reconciliation** on Indigenous Peoples Day, June 21. Participants answer TRC Calls to Action by taking to the streets for a walk that promotes reconciliation and honours Residential School Survivors. To keep everyone safe during the pandemic, the 2021 event invited people to walk individually or in small groups, either on June 21st or in the days leading up to it. Participants were encouraged to show their support on social media using the hashtag #RockYourRoots.



KNOW YOUR ROOTS WALK FOR RECONCILIATION

The **Rock Your Roots** organizing committee introduced a new idea in 2021—a map of places around Saskatoon that speak to reconciliation. Released on Indigenous Peoples Day, the map and accompanying booklet highlight public art installations, sites of historical significance, renaming initiatives and sites of unique Indigenous and non-Indigenous partnerships. The project came to fruition with the participation of the City, Reconciliation Saskatoon, Saskatoon Survivors Circle, Saskatoon Public Library and Reconciliation Saskatoon Youth Advocate Anastasia Hauser.

The map is available year-round at [Saskatoon.ca/Indigenous](https://saskatoon.ca/Indigenous) > [Reconciliation Saskatoon](https://saskatoon.ca/Indigenous).



IWG2S - COMING HOME

In summer 2021, the City released **IWG2S* - Coming Home Report**, in response to the Calls for Justice in the National Inquiry into Missing and Murdered Indigenous Women and Girls report.

The key recommendation contained in the final report is: “Listen to the Aunties”. In order to support this, it calls for hiring an Independent Representative of Matriarchs for IWG2S and the creation of an IWG2S Centre.

The **Coming Home** report was presented to City Council’s Governance and Priorities Committee, and the City is analyzing ways to approach implementation.

*The report is available saskatoon.ca/Indigenous > [IWG2S](https://saskatoon.ca/Indigenous).

Dedicated to Providing a Great Quality of Life

United Nations **DECLARATION** on the **RIGHTS** of **INDIGENOUS** **PEOPLES**

CITY TAKES FIRST STEP TOWARDS ADOPTING THE UN DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES

The City's Indigenous initiatives are rooted in recommendations put forth by the Truth and Reconciliation Commission of Canada's Calls to Action. Nine of the 94 Calls to Action apply to municipal governments, and one of the nine calls for local governments to adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as the framework for reconciliation. At the June 21, 2021 meeting of Council's Governance and Priorities Committee, Mayor Clark moved that City Administration report back on the process and implications of adopting and implementing UNDRIP.

EVERY CHILD MATTERS

In 2021, unmarked gravesites were identified on the grounds of former residential schools. The graves contained the remains of Indigenous children who attended residential schools and never made it home. The City joined in the public display of grief lowering flags at civic facilities and using orange to denote support for the children and for all residential school attendees and their families. The City organized a Virtual Tribute Circle which included survivor stories, prayer and song, contributions from City leadership and members of Council, a moment of silence, and an opportunity for City staff to share their thoughts. The event was facilitated by Lyndon Linklater, a traditional Knowledge Keeper and storyteller and the Remai Modern Art Gallery's Indigenous Relations Advisor.



21ST STREET BIKE RACKS HONOUR INDIGENOUS HISTORIES

New bike racks honouring First Nations and Métis peoples' histories and cultures were installed on Saskatoon's historic 21st Street. A total of 60 bike racks were installed in response to the Truth and Reconciliation Commission of Canada's Call to Action No. 79, which calls on Canadians to participate in commemorating the contributions and histories of Indigenous peoples.

The City worked with First Nations Elder Harry Lafond and Métis Elder Senator Nora Cummings to identify meaningful symbols to demonstrate respect for Indigenous histories. The Treaty No. 6 Medal is based on the Chief Medal presented to signatories of Treaty 6 in 1876, while the Homeland of the Métis Medal is representative of the history of the Métis in Saskatoon and surrounding area. Both medals are also featured on banners on the North Commuter Parkway near Chief Mistawasis Bridge and decals on Saskatoon Transit buses.



MARCH PROCLAIMED RACE RELATIONS MONTH

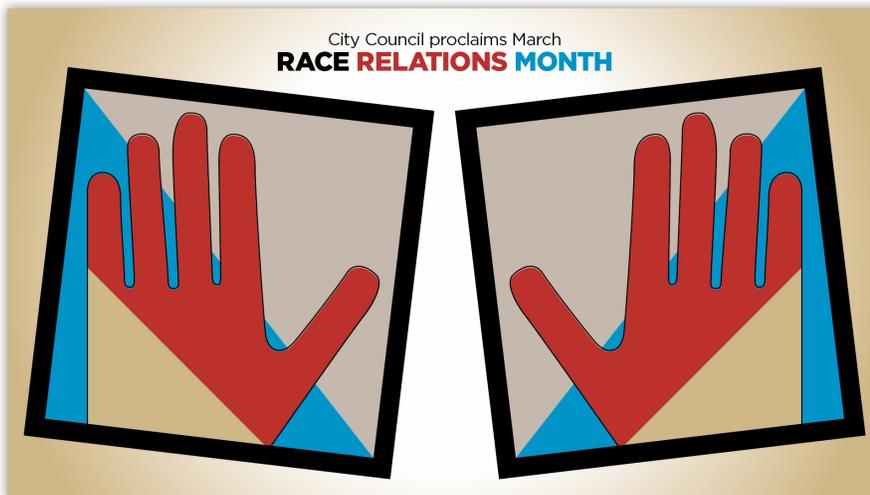
The City has proclaimed March as Cultural Diversity and Race Relations Month since 1990.

In an era of Reconciliation, municipal governments have an important role to play in eliminating racism in all forms. Despite pandemic restrictions, the City marked the month by raising the Race Relations Flag in Civic Square and releasing a Proclamation and Opening Ceremony Video.

Individual residents were also encouraged to do their part to eliminate racism by speaking up when witnessing or experiencing racism, reading and learning about racism, reflecting on personal assumptions, subscribing to the Sask Anti-Racism Network on Facebook and visiting RacialEquityTools.org for resources.

“Racism and discrimination do exist in our community, but we are making inroads and will continue to do so. Race Relations Month encourages us to focus on what needs to change.”

*Saskatchewan Human Rights Commission Chief Commissioner,
David Arnot*



Trouble Crew Compliment

“Darla from Vancouver Ave called to leave a compliment: This crew was well worth the wait! Isaac and Jared both had such a nice demeanour, were very friendly, wonderful reps for the City, explained in detail what was going on, very impressed with the equipment, guys were great!”

Living in
HARMONY
AWARDS

I AM THE BRIDGE TO ENDING RACISM

LIVING IN HARMONY AWARDS COINCIDE WITH INTERNATIONAL DAY FOR THE ELIMINATION OF RACIAL DISCRIMINATION

The City’s annual Living in Harmony Awards help foster an inclusive community where ethnocultural diversity is welcomed and valued, and where everyone can live with dignity and pursue their full potential without facing racism or discrimination.

In 2021, the awards were presented on the International Day for the Elimination of Racial Discrimination. In order to recognize winners while keeping everyone safe, the City released a video in lieu of hosting an in-person event.

Snow Clearing on MVA Trail

“A big shout out to the operator that cleaned the MVA trail from 24th St. south to the Gordie Howe Bridge on the west side of the river on Sunday Jan 23. Everything was neat and tidy, no ridges to trip over, no lumps. Looks like the blade was down at all times. All and all it was an excellent job. Please pass this on.”

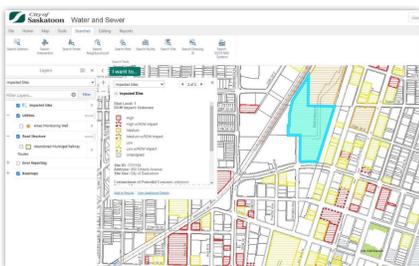
Our Focus on Environmental Sustainability

STUDENT ACTION FOR A SUSTAINABLE FUTURE

Student Action for a Sustainable Future (SASF) expanded into high schools thanks to a partnership with Nutrien. The program reached 630 students in 9 high school and 12 elementary school classrooms. Topics included energy conservation, waste, water, food, biodiversity and transportation. SASF includes representatives from the City, Nutrien, Saskatoon Public Schools, Greater Saskatoon Catholic Schools, Saskatchewan Environmental Society, Sustainability Education Research Institute and Saskatoon Light and Power.

IMPACTED SITES MAP GETS MORE USER FRIENDLY

The Impacted Sites Map was updated in 2021 to enhance user information and streamline information sharing. The map plays an important role in environmental sustainability by raising awareness of impacted sites and ensuring environmental regulations are properly reported, compliant with City operations as well as adaptive to new regulations.



SUCCESSFUL EBUS TRIAL

The results of Saskatoon Transit's electric bus, or eBus, trial brought encouraging news. The final report prepared with assistance from Saskatchewan Research Council showed an approximate reduced life cycle cost of almost \$500,000, plus a 47% annual reduction of GHG emissions compared to a diesel bus.

This takes into account emissions from the Queen Elizabeth power plant and an auxiliary diesel heater. The eBus also has far fewer moving parts, increasing reliability and reducing potential service costs. Based on this, converting the Transit fleet to electric buses could result in up to \$3.8 million in annual savings.



SUSTAINABILITY RESERVE FUNDS SIX NEW INITIATIVES

Created in 2020, the Environmental Sustainability Reserve provides a source of funding for initiatives that mitigate emissions, improve resiliency and preparedness to climate change and improve environmental sustainability. In 2021, a process was developed to adjudicate 15 sustainability initiatives and select projects that deliver valuable outcomes, align with strategic City objectives, and include additional triple bottom line outcomes.

Six new initiatives were chosen for funding: Sustainable Food Pilot, Climate Adaptation, Traditional Land Use and Knowledge Assessment, Street Garden Expansion, Electric Vehicle Adoption Roadmap and SaskPower Energy Assistance Program.

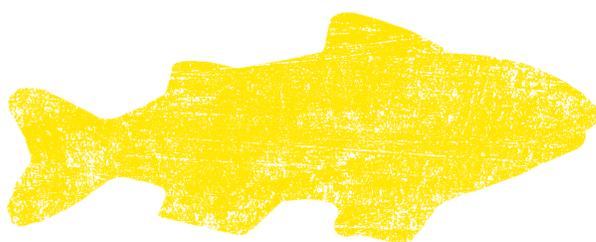
THREE PRESCRIBED FIRES HELP ECOLOGICAL HEALTH

In 2021, the Naturalized Parks Program within the City of Saskatoon Parks Department, was able to reintroduce prescribed fire as a management tool for the first time since 2013. Fire plays an important role in the ecological health of prairie grasslands. The City co-ordinated with Meewasin and Saskatoon Fire Department to conduct three prescribed fires in October 2021 in Gabriel Dumont, Lakewood, and Donna Birkmaier Parks. While fire on the prairies can occur in any month, a prescribed fire will only proceed if it can be done safely. The best times for a prescribed fire occur in the spring and fall.



HELLO, YELLOW FISH ROAD™

The City continued to support Partners for the Saskatchewan River Basin and Meewasin Valley Authority in delivering Yellow Fish Road™. As part of the program, storm drains are marked with a yellow fish symbol to remind residents that what goes into the storm sewer goes untreated into the Saskatchewan River. In 2021, the program was delivered virtually to 9 schools and 357 students and teachers. Yellow fish were painted on 338 storm drains in 12 neighbourhoods.



CN-TREE CANADA GRANT HELPS PLANT 44 NEW TREES

During a planned upgrade to Parc Canada in Confederation Park, the City successfully applied for a CN EcoConnexions grant. Sponsored by CN in partnership with Tree Canada, the grant provides funding to support sustainable community tree planting and greening initiatives. The \$25,000 grant allowed the City to plant an additional 44 trees in Parc Canada.



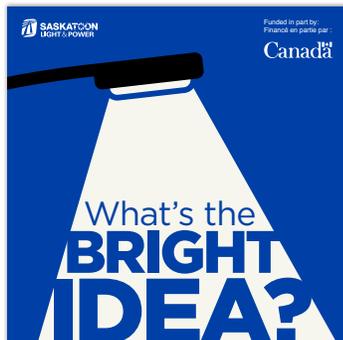
QUICK RESPONSE TO DUTCH ELM DISEASE

In 2021, after the discovery of a Dutch Elm Disease (DED) positive tree in Leif Erikson Park, Parks staff followed established DED protocol to quickly remove the positive trees and canvas the area for infected elm material. Over 12,000 kg of illegal elm material was removed and disposed of. The City also developed an online submission option to enable residents to report and submit photos of suspected DED trees. This will help improve City response time and help protect the City's elm trees, which are valued at over \$100 million.

Our Focus on Environmental Sustainability

LED STREET LIGHT UPGRADE COMPLETED

2021 saw Saskatoon Light & Power finish a city-wide project to replace over 17,000 existing street and park light fixtures with energy-efficient LED technology. The new fixtures last longer and use 60-70% less energy, reducing annual greenhouse gas emissions by 5,787 tonnes (equivalent to taking 1,250 passenger cars off the road). The investment will pay off within 4 years and provide ongoing annual savings of \$849,000. The \$6.12 million project is funded by the federal government's Low Carbon Economy Fund and a green loan.



ENVIRONMENTAL GRANT = ECO-BENEFITS

The City's Environmental Grant program awarded \$54,000 to 13 community organizations to support initiatives related to active transportation, green infrastructure, waste diversion, renewable energy and water quality. Funding allocated through the 2021 Environmental Grant leveraged projects valued at \$167,415.



ENERGY ASSISTANCE PROGRAM REACHES 93 HOUSEHOLDS

In partnership with SaskPower, the City's Energy Assistance Program provided practical energy and water efficiency education as well as free installation of water and energy saving devices to 93 income qualified residential households. Installed devices include LED lighting, low-flow faucet aerators, drying racks, smart thermostats and advanced power strips.

NEW GUIDELINES FOR BOUNTIFUL BOULEVARDS

Boulevard gardens add beauty to our neighbourhoods, provide habitat for wildlife and help manage storm water. But did you know they can also grow food and community? During the 2020 growing season, the City saw an influx of inquiries about boulevard gardening. In response, in 2021 the City revisited the 2015 Guidelines to provide new direction on how to garden on the boulevard, including information on sustainable gardening practices and reducing conflict between gardens and civic services.



On Waste Management

WORK BEGINS ON RECOVERY PARK

Construction began on Recovery Park, Saskatoon’s one-stop waste diversion site, next to the landfill. Set to open in 2023, the site will give residents easy access to enhanced recycling options, which in turn is expected to double the city’s current waste diversion rate. Under the Investing in Canada Infrastructure Program, the Government of Canada will fund up to \$7.8 million toward the \$37.5 million project, while the Government of Saskatchewan will contribute up to \$6.5 million. The City will fund the remainder of the project along with any additional costs.



MORE RESIDENTS ASK THE WASTE WIZARD

In 2021, residents made 64,862 searches on the Saskatoon Waste Wizard—a 35% increase from 2020. The Saskatoon Wizard is an easy-to-use online tool that residents can use to search which items they can recycle and where.



WASTE DIVERSION STATS

The City’s waste diversion program includes recycling, composting, hazardous waste collection, and reuse of gently used items. In 2021, the program diverted 30,903 tonnes from the landfill, for a 24.7% diversion rate. This reduced CO₂e emissions by 47,999 tonnes, the equivalent of taking 10,400 cars off the road.

30,903 Tonnes Diverted in 2021!

Materials Diverted in 2021	Tonnes
Compost Depots (Organics)	15,491
Curbside Residential (Recycling)	7,805
Green Cart Program (Organics)	3,576
Multi-unit Residential (Recycling)	1,740
Recycling Depots (Recycling)	1,310
Landfill (Recycling)	490
Charity Bins (Recycling)	176
Household Hazardous Waste (Various)	162
Household Glass Program (Recycling)	154
Total	30,903

UNVEILING THE SOLID WASTE REDUCTION & DIVERSION PLAN

The new **Solid Waste Reduction & Diversion Plan** delivered to City Council in January 2021 provides a detailed picture of the City's progress on waste diversion and lays out a roadmap for achieving the City's 70% waste diversion target.

The plan explores both waste diversion and waste reduction options, including multi-unit organics, construction & demolition waste diversion, diversion from civic facilities, landfill disposal bans, food waste reduction and single-use item reduction and more.

Together, these reduction and diversion initiatives could help the City achieve a 51% to 79% diversion rate, bringing waste management in line with comparable Canadian municipalities.

THE WASTE BYLAW UPDATED TO HELP DIVERT RECYCLING & ORGANICS

City Council approved updates to Bylaw No. 8310: The Waste Bylaw in 2021. The bylaw requires businesses and organizations to divert recycling and organics generated as part of their operations. The regulation is expected to divert approximately 2,400 tonnes of recyclables and 3,000 tonnes of organics from the landfill every year. This would reduce community greenhouse gas (GHG) emissions by 5,400 tonnes of CO₂e annually.

Towards70%
SASKATOON'S WASTE DIVERSION TARGET



Kudos to Garbage Operator

"Andy has called to give a Kudos to the Garbage Operator in Greystone Heights this morning. His bin is damaged, and the claw got stuck in the hole so it made a big mess all over the ground when he was trying to tip it. The driver got out of the truck and cleaned up the mess, when he didn't have to. He just wants to pass along that it was very much appreciated."



Investing in Sustainable Growth

CONSTRUCTION OF NEW SPADINA LIFT STATION UNDERWAY

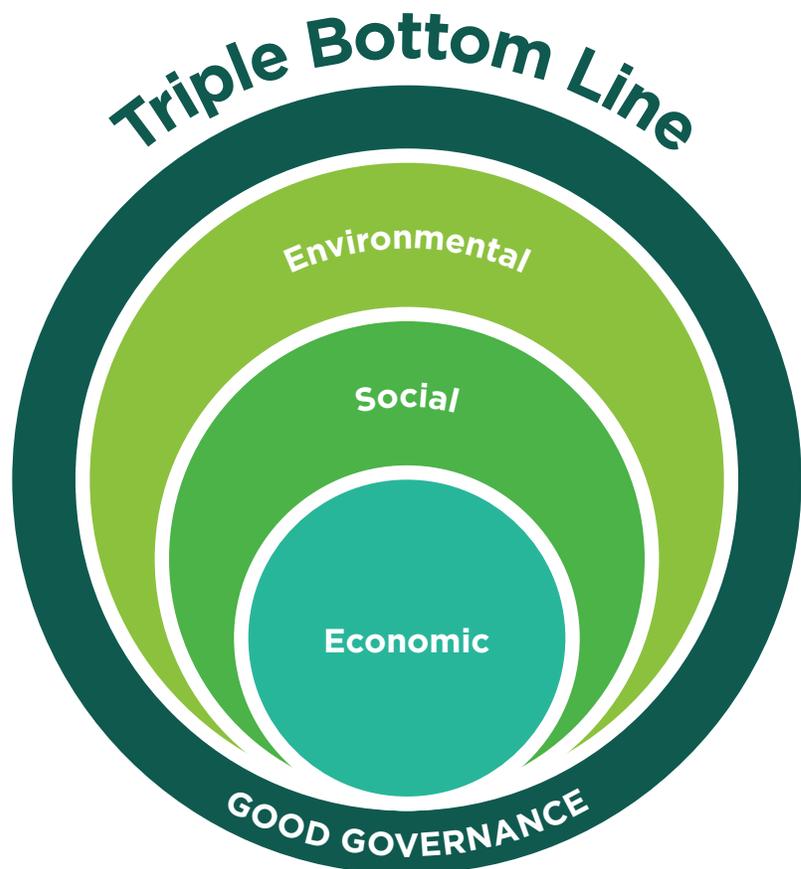
After 70 years, the Spadina Lift Station is nearing the end of its service life. The City relies on this lift station to transport about 60% of Saskatoon's wastewater from the sanitary sewer system to the Wastewater Treatment Plant. In 2021, construction began on a new \$18 million lift station to replace the aging facility, with completion expected in 2023.

Under the Investing in Canada Infrastructure Program, the Government of Canada will fund up to \$7.2 million toward the project, the Government of Saskatchewan will contribute up to \$6 million and the City will fund the remainder.



TRIPLE BOTTOM LINE APPLIED TO 60+ INITIATIVES

The Triple Bottom Line (TBL) Policy enacted in 2020 mandates that all new City initiatives consider the four pillars of sustainability—Environmental Health and Integrity, Social Equity and Cultural Wellbeing, Economic Prosperity and Fiscal Responsibility, and Good Governance. In 2021, over 60 initiatives were reviewed using TBL, including 25 that were reported to City Council.



CLIMATE ACTION PLAN: PROGRESS REPORT 2021

The City has committed to climate action, including an 80% reduction in greenhouse gas emissions by 2050. The **Climate Action Plan: Progress Report 2021** was the first of its kind to show how the City is progressing towards its climate commitments. The report provides an update on greenhouse gas emissions as well as status on actions put forward in the Low Emissions Community Plan and Corporate Climate Adaptation Strategy. The next progress report is scheduled for late 2022.

CITY'S FIRST FLOOD CONTROL STRATEGY REACHES MILESTONE

The City's **Flood Control Strategy** was approved in 2018 to reduce flooding in flood-prone areas. The dry storm pond at W.W. Ashley District Park was the first project to be constructed under the strategy. The area is designed to catch overflow during intense rainfalls but serve as a sports field and community park when dry. Although mostly complete in 2021, the site will not open until later 2022 to give newly installed sod and seed time to establish.

The federal government is contributing 40% of eligible construction costs to a maximum of \$21.6 million toward nine Flood Control Strategy projects; the City is funding remaining costs through the Storm Water Utility Capital Program and revenue generated from Storm Water Utility charges.



MOVING BUILDING PERMIT REVIEWS ONLINE

From March 2020 through 2021, the City moved the building permit review process from hard copy reviews to online electronic plan review. Although the pandemic sped up the process of moving online, the benefits were already established: multiple departments can review plans concurrently, it eliminates the need for paper, increases efficiency and supports virtual meetings, saving customers time and money.



NEW HELP PROGRAM PROVES POPULAR

Saskatoon's Home Energy Loan Program (HELP) launched on September 1, 2021 and within two weeks had received over 200 applications. HELP provides low interest loans to incentivize Saskatoon homeowners to improve their home's energy efficiency, install renewable energy and reduce water consumption. Homeowners repay the loans through their property taxes over a period of 5, 10 or 20 years.

The program is helping the City achieve targets outlined in the Low Emissions Community Plan. But encouraging energy efficiency and generating renewable energy has benefits beyond greenhouse gas reduction, including creating new local jobs and increasing the value of renovated homes.

Providing low interest loans for energy improvements also benefits the 16% of Saskatoon households experiencing energy poverty. The program design further reduces barriers for income-qualified households by waiving fixed administrative fees and increasing the number of incentives available.

Saskatoon Fire Department

2021 Highlights

TRAINING VIDEO FOR REMEMBERING WHEN

In July 2021, a training video was created to educate SFD staff on *Remembering When*, a national program that uses nostalgia to promote fire safety and fall prevention messages through group presentations and home visits.

WORKING TOGETHER ON CERTIFICATION

In 2021, SFD partnered with the Saskatchewan Public Safety Agency and Regina Fire & Protective Services to enhance training through aligned certifications. A new agreement enables Saskatoon and Regina fire departments to access and deliver provincial program certifications on behalf of the provincial agency. The result is improved standardization and enhanced interoperability between the province's two largest professional fire departments.



A COMMUNITY-WIDE RESPONSE

Saskatoon Fire Department (SFD) worked with Emergency Management, Fire Prevention & Investigation and community agencies to join in providing a proactive response to homelessness and the life, safety and health issues of unhoused individuals. Together, the group worked to provide emergency wrap-around resources, including food, transportation, mental health and/or addiction support, access to Elders, trauma support services, COVID-19 testing, emergency shelter and support in accessing Ministry programs.



LIFTING THE COMMUNITY UP

SFD was proudly featured in the September 2021 edition of *FIREfighting in Canada* for its work with the *Remembering When* program. SFD performs over 1,000 lift assists every year. SFD personnel also participate in group presentations and home visits through the *Remembering When* program.

From dispatch answering the call, to an apparatus responding to a lift assist incident, to Fire Inspectors identifying safety concerns and Community Relations completing presentations and client follow-ups, the program showcases how community-focused Fire Services can lift the community up.



SUPPORTING COMMUNITY SAFETY AND WELL-BEING

SFD's Community Relations team initiated community Wellness Checks for Saskatoon's most vulnerable residents. In the extreme heat of summer, SFD handed out water to residents. As the weather cooled, SFD handed out toques and mitts to help residents stay warm through the cold winter months.

Special Award

EMERGENCY MANAGEMENT DIRECTOR WINS WOMEN OF DISTINCTION AWARD

At the 2021 YWCA Women of Distinction Awards, Pamela Goulden-McLeod, the City's Director of Emergency Management, was honoured with the 2021 award for Education. The award recognizes exceptional educators in schools, institutions or community programs who are role models in their profession. Pamela has spent 25 years working to make Saskatoon a safer community for all and played a direct leadership role in the extraordinary emergency management response to COVID-19.



SHARING HAND-MADE BEARS

In the fall of 2021, SFD received a donation of handmade teddy bears. Firefighters handed out the teddies to children impacted by fires or other life safety incidents, providing a little bit of comfort in stressful situations.



Pamela Goulden-McLeod,
Director of Emergency Management,
City of Saskatoon

Saskatoon Fire Department

Residents Appreciated the SFD in 2021!

Big thanks to the fire department for rushing to the ParkYXE last night, after one of the kids decided to make a birthday party hotter by pulling the fire alarm!

Thank you so much for the educational video! Thank you to all first responders for keeping us safe!

@SaskatoonFire helping keep river safety top priority for these hot, hot days, thanks for the chat and gifts. Keep an eye out for them on bikes!

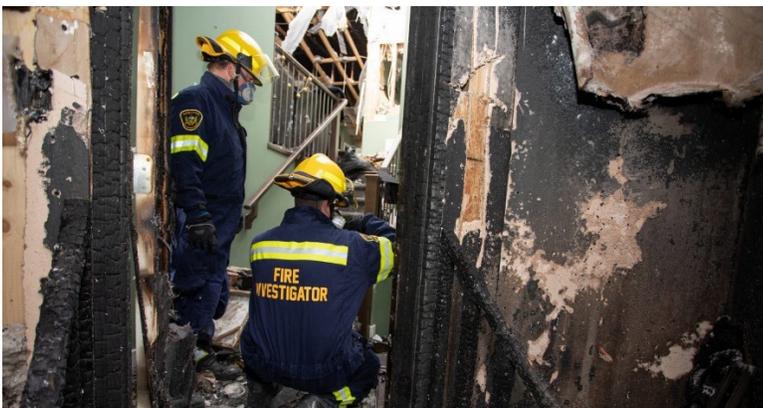
Well Done SFD. No loss of life is always a great outcome!

Gratitude to @SaskatoonFire for taking care of our beautiful river valley yesterday. Several fires were started along the riverbank. I saw them put them out so quickly as I walked along Spadina.

@FireChiefYXE @SFDRaymer and @SaskatoonFire have constantly advocated for our homeless and this Wellness Centre. They have also been instrumental supporters of the Saskatoon Tribal Council, ensuring this proposal became a reality.

A smile and wave, even a flash of the lights from this crew this morning. It was all we could talk about on our ride home. Thanks @SaskatoonFire for being who we can call for help and for taking the time to make a little one's day! #yx

Our Partners @SaskatoonFire were in a heck of a fight with a wildland fire on the North edge of S'toon today. We provided mutual aid and helped get it under control after many hours. Great job to all the Firefighters today, tough conditions but stronger teamwork!





SFD crews conducted wellness checks to provide water to residents during the summer 2021 heatwave.



Fire crew at Station No. 2, 3111 Diefenbaker Drive



Santa Claus Parade November 2021



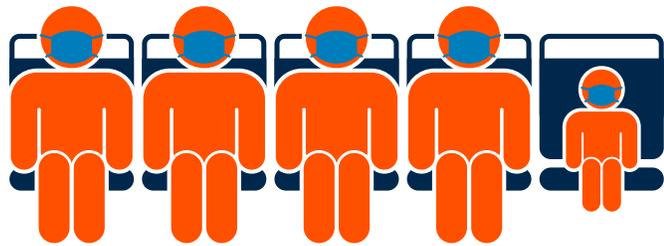
Chalk One Up to Safety campaign for the 2021 Fire Prevention Week October 3-9

Saskatoon Transit Highlights

2021 BY THE NUMBERS

Saskatoon Transit is a public transit provider wholly owned and operated by the City of Saskatoon, with an annual budget of \$52.8 Million, assets valued at approximately \$200 Million and over 400 employees. Saskatoon Transit is a significant example of an essential service the City of Saskatoon provides to residents.

4.3M RIDES



PER YEAR using electronic ridership on fixed-route Transit | approximately 6.7M using formula-based ridership

ALMOST **560,000** rides per month

~1,500 bus stops

276 km of streets

41 routes

6 terminals

\$52.8M Operating Budget

Fixed-Route Access

\$46.5M

\$6.3M



122 40' low-floor

9 62' low-floor articulated

8 30' low-floor

26 mid-size cutaway



4,200 employees
240 OPERATORS



84 BUSES ON THE ROAD DURING PEAK HOURS

Customer Satisfaction Rating



Financial Responsibility

Continuous Improvement in 2021: Savings Highlights

COST-EFFICIENT DATA STORAGE SAVINGS: \$292,000 OVER 5 YEARS

In today's information age, sustainable, secure and cost-effective data storage is essential. By replacing the aging Enterprise Storage Area Network (SAN) with solid state technology, the City is realizing many benefits. In addition to significant annual savings, the new SAN architecture provides 100% geo-redundancy, higher speeds and is less complex to manage. It also takes up less physical space and consumes approximately 80% less power. The project is expected to save \$292,000 over a 5-year period.



FACILITY IMPROVEMENTS INCREASE ENERGY EFFICIENCY SAVINGS: \$235,000

Continuous improvement projects are making civic facilities more energy efficient and more cost-effective—2021 projects have led to \$235,000 in annual savings. Projects included replacing all windows at the John Deere Building on the first and second floors, and completed the renovation of the windows and HVAC at CSE, updating City Hall ventilation systems, replacement of the City Hall chiller unit, upgrading boilers in six civic buildings, recommissioning building control systems to improve heating and cooling, and retrofitting the Shaw Centre cooling system to improve efficiency and extending equipment lifecycle

RECYCLED ASPHALT FOR ZOO PARKING LOT SAVINGS: \$150,000 - \$200,000

In 2021, the main parking lot at the Saskatoon Forestry Farm Park & Zoo received a major upgrade after partnering with Roadways to use recycled asphalt. The upgrade enhanced the visitor experience by solving long-standing issues with dust control and water ponding in the parking lot. Using recycled asphalt materials led to cost savings between \$150,000-\$200,000.



Thank You Roadways

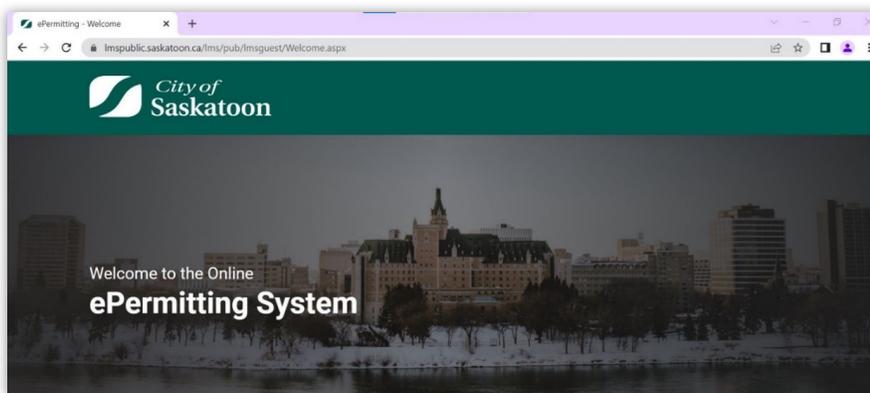
“To the roadwork crew, Service Saskatoon and all City staff that arranged grading of city streets, THANK YOU for the swift action to address the ice ruts. This week our back-lane was even graded which was totally unexpected and is a huge help as we have a detached garage and had some pretty nasty ruts behind our garage. The road grading was done very quickly and efficiently.

THANK YOU!! :)”

ePERMITTING SYSTEM

SAVINGS: \$52,000

Building Standards has set a goal of having the fastest turnaround time for building and development permits in Canada. To achieve this, the Cornerstone Project is delivering planned improvements to the permit program as well as permitting practices within Building Standards, Planning and Development and Community Standards. In 2021, the Cornerstone Project led to savings of \$52,000 in paper, postage and fuel costs.



MOVING TO THE CLOUD

SAVINGS: \$36,162

By moving a number of onsite servers to the Cloud, the City was able to leverage services already offered through existing Office 365 licensing. This eliminated the need for software subscriptions and annual maintenance and licensing costs for onsite servers, resulting in savings of \$36,162 annually.

REPORTING TOOLS SAVE TIME & MONEY

SAVINGS: \$30,000

Behind-the-scenes improvements in reporting capabilities led to \$30,000 in savings for software licensing, hosting environment and IT support costs. Migrating to the SQL Server Reporting Services (SSRS) also provides new analytical capabilities and easy access to timely information to aid in decision making.

THE VALUE OF ASSET TAGGING

SAVINGS: \$12,500

Every year, the City replaces an average of 500 computers, laptops and tablets, all of which are “asset tagged” to allow easy identification and tracking. In-house improvement to the asset tagging process enabled the City to eliminate external vendor support, resulting in annual savings of \$12,500.

PARK IRRIGATION OPTIONS

SAVINGS: \$9,200

Hot, dry conditions in 2021 saw overall water use in City parks jump almost 60% compared to the historical average—but an innovative irrigation pilot project helped soften the impact.

Evapotranspiration-based (ET) watering was used in 10 pilot parks. The pilot parks used 64% less water than the control parks, saving 3.8 million litres of water, 1,630 kg of greenhouse gas emissions and \$9,200 in operating costs.

Based on this success, using ET-based watering in City parks could save approximately 179 million litres of water, 77 tonnes of greenhouse gas emissions and \$430,000 in park operating costs every year.



Saskatoon Land

Financial Contributions in 2021

Since 2007, Saskatoon Land has generated \$139.1 million in net proceeds from the sale of property in Hampton Village, Willowgrove, Evergreen, Aspen Ridge and Rosewood.

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

In 2021, Saskatoon Land continued to deliver financial returns to the City for allocation to civic projects and programs, including \$0.4 million to affordable housing and \$2.2 million from lease revenue for civic programs.



2021 SALES HIGHLIGHTS

- **\$65 million** in total sales revenues generated
- 205 residential lots sold for a total of **\$32.7 million**
- 5 multi-family parcels totaling 12.78 acres sold for a total of **\$11.1 million**
- 16 industrial parcels totaling 20.68 acres sold for a total of **\$11.5 million**
- 1 City Centre commercial/mixed-use parcel totaling 2.52 acres sold for **\$2.77 million**
- **\$2.2 million** in total annual revenue realized from managing 90 leases of land and buildings
- **7,000 acres** of future development land managed/maintained

Building better roads, funding affordable housing, renovating aging leisure amenities—these are just a few of the quality of life improvements made possible by Saskatoon Land in recent years.



Other Funds and Grants

In 2021, the City received approval on approximately \$76.5 million in funds for the following programs:

- **\$68.7 million** from the Government of Canada and Province of Saskatchewan for the Investing in Canada Infrastructure Program. The program provided funding for the following infrastructure projects:
 - **\$23.2 million** for Wastewater Treatment Plant North 40 Forcemain Twinning
 - **\$14.3 million** for Recovery Park
 - **\$13.2 million** for Spadina Lift Station
 - **\$5.9 million** for Montgomery Place Drainage Strategy
 - **\$5.9 million** for Landfill Gas Expansion project
 - **\$3.7 million** for Active Transportation Plan
 - Sidewalk Expansion
 - **\$2.5 million** for Utility Scale Solar Plant
- **\$7.5 million** from the Government of Canada and the Canada Mortgage and Housing Corporation to create new permanent affordable housing units in Saskatoon
- **\$200,000** from the Government of Canada for the Boating Safety Contribution Program to promote safe operation of vessels on waterways
- **\$50,000** from the Government of Canada and the Federation of Canadian Municipalities for the Municipal Asset Management Program to identify current strengths and gaps in asset management





City Hall Lobby operationally set up to keep citizens and employees safe during the pandemic.

Utility Services Dept
Committee Room B
Office of the City Sec

1876
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REVENUE BRANCH

Customer Service

Payment Centre

Payment Centre Drop Box

Let's keep each other safe

Let's keep each other safe

Citizen Input
We will take a "citizen first" approach to the design and delivery of services.
sask.ca/beniz

Service Saskatoon



2021

SERVICE • SAVINGS • SUSTAINABILITY