

All Other 30 Day Challenge Ideas

IDEA	OBJECTIVE
The City should review the number of Supervisors and Managers and evaluate if there is need. The numbers will show that corporately the City is extremely "Top Heavy".	A Reduction in cost.
Office furniture - I have only started here but if you have old furniture/supplies that you don't need any more. Why not have a garage sale with the proceeds split between a charity and a rainy day fund?	Help the community and have money in a rainy day fund.
Review redundant service or department. Having departments providing the same service individually is not cost effective.	Reduction in cost.
Reduce number of redundant files kept by individual departments. Each department keeping similar or same file copies (Paper) is not effective or cost efficient.	Utilize a singular database for electronic filing that people may access when needed. This results in less time spent on filing, better and quicker access and the greatest accuracy of information. Cost effectiveness increases greatly through less waste.
Accurate and proper deployment of personnel. Do not have excess numbers of employees sent out to do a job easily handled by less.	Cost saving and better public image.
Stop printing the Leisure guide. Have patrons access the guide online.	This will save the cost of printing and the cost of delivering the guide to every household.
Focus expenditures based on needs rather than wants or perceived needs.	In difficult times it is sometimes more of what you spend rather than what you make. Focus on what is a true benefit for the city rather than image.
What about offering employees the option of taking up to 10 unpaid days in 2018 to reduce salaries costs? Similar to the 'Wallidays' concept in the Provincial sector where employees are required to take 9 unpaid days to save costs. I'm sure many would be happy to take this time to spend with their families.	An estimated 3,000 employees x 10 unpaid days = 30,000 days off of the payroll would be a significant and direct reduction in the budget.
<ol style="list-style-type: none"> 1. Reduce discretionary capital spending (i.e.. spend less on road maintenance if condition is acceptable) 2. Turn Remai Art Gallery into a Joint Venture - would someone else invest in it/a portion of it? 3. Sell the new Remai Parkade - would a private company be willing to purchase, given future revenue streams? Parkades are great investments with great revenue potential (especially when downtown) and they're not a lot of work to maintain - an investment like this may be attractive to a private company. 	<ol style="list-style-type: none"> 1. Will reduce capital expenses without impacting big projects that we are tied into (ie. bridge projects, etc.) 2. Will provide a large cash injection...future revenues for the City would decrease, but so would expenses. 3. This would provide a large cash injection. The parkade is on the books for \$19M at the end of December, 2016. If sold, would provide cash upfront, but future revenues would be lost. Would need to analyze how much future parking revenue we'd be losing by making a decision like this.
<ul style="list-style-type: none"> - Work from home - Encourage people to take time off with out compensation - Longer weekends (without compensation for the extra day off) - Sell old unused buildings such as the old Transit Main building 	Lower operating budget.
I regards to saving money, I was very disappointed to learn that every City employee received a letter in the mail notifying them to check their email for the upcoming survey.	How much money was wasted on paper, ink, envelopes and stamps? I already had the email with the survey before I received the letter in the mail.
<p>In a few words: Sell non-value add buildings that the City manages and partially maintains. Examples off the top are: Albert Community Center, Sutherland Hall and Cosmopolitan Citizens Centre (on 11th Street). I can understand why we would maintain ownership of the Marr Residence (heritage significance), but the examples above do not necessarily fit into the core functionalities of the City of Saskatoon. And if we do want to keep them, make them more into a true business venture. Currently they cost the citizens money (see Albert Community Centre), plus untold amount of man hours within city staff. (how many other buildings do we have that are not required for easements or core business functions).</p>	Savings from actual funds required for supporting the building, plus time invested by internal staff for management. If we keep the buildings, translate into revenue generation entities.

Elimination of duplication - while there is a great deal of duplication in the city, the most obvious to me is the duplication of payroll and HR functions. Each individual department has a "payroll" clerk and the processes are exceptionally manual. It's also incredibly difficult and unpredictable where I, as a staff member, will find correct information on my vacation balances.	Positions will be mobilized for value-added activities, saving on software costs, maintaining proper data and eliminating the need to 'massage' data extensively when it is pulled from the respective systems.
Fire people for bad performance. I know it sounds cynical by my experience with the city is we do not fire people who demonstrate bad performance. We need to be less afraid of a grievance and begin to properly performance manage our staff.	It will engage those who are capable of performing, and eliminate those who are not. It will significantly improve engagement.
I think it is time, and I know this item has been discussed at City Council, to revisit the tax abatement for Prairieland Park. The initial intent is no longer applicable as they are in the convention business directly competing with other City owned venues and private venues, especially the sports bar. They are planning a huge expansion so they are obviously profitable.	Additional significant annual revenue and level playing field for convention business.
TCU Place has experienced several cost saving efforts in the last few years. Staff has been stretched so thin that it has become difficult to complete key objectives. While front line workers have seen hours reduced, seasonal layoffs and incentives taken away. The senior management has received higher compensation; their salary should be reduced.	A reduction in senior management compensation would lead to large savings for the City over the next 5 years. It would also help with the gender pay gap that is unfair and outdated.
I think the City would save significant dollars if we did more with tendering basic cleaning products. Examples would be glass cleaner, toilet bowl cleaners, neutral floor soaps, disinfectants etc. We are currently order products from numerous vendors with different sections paying different amounts. Some areas are paying for a Safety Data sheet registry that is not corporate wide and with every building ordering different products the cost to have every product in the registry is huge. If we could reduce the number of different products and reduce the amount of SDS's registered the cost saving would be great. Training staff who may move from one facility to another on the variety of products used at each site is time consuming and confusing for staff.	Efficiency in ordering finance would have less need to have various vendors listed. Cost savings in supply. Standardized products throughout the Organization. Less cost for safety data registry. Reduced cost for training. Disinfectants used should be the same if you worked at Fire, Police, or facilities: hospital grade (Oxivir or Virox or Accel a quick kill safe product).
Roadways applying crack sealer prior to winter would reduce the amount of potholes created in the spring.	reduced asphalt costs and vehicle damage
Don't give 3 million dollars to a sports group that will only benefit a small percentage of Saskatoon residents while the City gets no kickback. It also wasn't budgeted for.	3 million in savings.
Not giving in to last minute councillor requests without first examining costs associated with changes, including staff time. Example: revisions to tax reporting to differentiate between city and now imposed provincial taxes due to the removal of grants in lieu; or diverting snow clearing staff to various areas of the city based on councillor complaints rather than allowing staff to complete work in an efficient manner.	Cost savings and less frustration among staff.
Offer more LOA for those who want it, particularly in the Summer months (with no fear of losing the actual full time position) as long as work loads can still be achieved	A large monetary savings could be achieved
Offer early retirement pkgs	Monetary savings
Offer more part time positions; even temporarily	Monetary savings
It seems that the organization is quite top heavy; maybe we need to look at hiring more people who do the actual work and less management	Higher paying positions could be amalgamated realizing another large monetary saving

<p>There is \$7,000 waiting to be invoiced out to agencies who are using the brand, notifynow. The licensing agreement has been with solicitor's for a long period of time (I know they are busy...I don't want you to take this as a tattle-we just need to get this done). Also, the sponsorships to the notifynow program need to be priority as this program has the potential to bring in money. There are a few verbal/email sponsorship deals that are coming to an end soon and need to be renewed (\$6,000) annually. I can provide you with all the players involved with notifynow and what the status is if you like.</p>	<p>Revenue and the prevention of the loss of revenue</p>
<p>Coordinate efforts for services - I personally witnessed my street first tarred where the roads meet the sidewalk, then new asphalt, then new sidewalks, the equipment for which destroyed the new asphalt. All in the same year. Had these activities been properly coordinated, it would have gone #3 then #2 with little need for #1. And the outcome would have been a nice new road.</p>	<p>Cost savings and improved optics.</p>
<p>The fee to use the parking app should not be a mill rate funded expense. This logically falls under what should be a user pay expenditure - if the customer chooses the convenience then they should pay for that, not the mill rate. People understand that and accept it. The user pay aspect should have been put in place when the product was launched as part of the initial design, as it is now more expensive to change the programming for the app and it is challenging for the public to accept paying for a service that was once free. This was a missed opportunity at launch, but it should be looked at on a go-forward basis. Budgeted expenditure for this is \$60K.</p>	<p>Cost savings and is in alignment with what should be a user pay system vs. a cost that is funded by the mill rate.</p>
<p>Sweep roads - then paint the lane lines.</p>	<p>Lines on roads will stay on the street longer and we won't need to duplicate services.</p>
<p>Freeze or reduction to community grants (Youth Sport Subsidy, Cultural Participation Grant, Cash Grants, etc.). The City paid over \$10 million in 2017 for Community investments/grants.</p>	<p>Potential opportunity to achieve some fiscal savings</p>
<p>It's not my idea-thank the Feds but I would be willing to take a mandatory unpaid day off to save money in wages-the biggest expense we have. I know Unions would not go for it but perhaps the people who want to make a difference this way could sign a waiver?</p>	<p>Saving money</p>
<p>EMO, effective June 2017, changed our process with regards to training courses here and have submitted an SSS entry. We are not printing any reference notes and placing them in binders nor printing badge style name tags (or any name tags) when we have courses here. We email the reference material to the student and they can bring a device to take notes if they want.</p>	<p>Approximate savings, for us, of \$2,700 per year</p>
<p>This is longer term but it's been done in other cities where visits are lagging...this is about re-purposing the Saskatoon Field House into a designated Seniors' Facility - offer a Seniors' membership pass that includes transit, and make it into a wellness facility that encourages other business to join in, those that cater to senior health, rehabilitation programs, podiatry, diabetes care, nutrition, medical etc - a one stop dedicated centre of senior excellence... Transit must drop off in front of the field house, it does not at present, let's strengthen the road so it can handle the transit, build it and they will come.</p>	<p>demonstrate a corporate commitment to an important Age Friendly initiative for our greying population; increased users/revenue for the Field House; you could still use it for other sports related activities that generates admission, but it's about more revenue in the long-term, this could planned for the future...</p>
<p>add a childcare facility to City Hall</p>	<p>generate revenue</p>

<p>This was a previous suggestion. I think our Municipal Manual is WAY too long. There is too much reading for the citizen-they probably don't read it. I don't know if it is printed but if it is, it's too much to print. The departments also go rogue; it seems like everyone is slamming info in there in no order just to get it in. We should all be given 1-2 pages max</p> <p>I would suggest that we all show the same info in the same order, using same maps. (some people use maps and some don't). Your template for city reports to council was brilliant; I based this example somewhat on that.</p> <ol style="list-style-type: none"> 1.DEPARTMENT NAME 2.VISION/MISSION/STRATEGIC GOAL 3.ADDRESS, HOURS OF OPERATION, PHONE 4.INSERT ORG CHART HERE (SHOWING STAFF #) 5.LIST STANDARDS AND/OR ACTS IN WHICH YOUR DEPT MUST COMPLY WITH. 6.MAP SHOWING WHATEVER IS PERTAINING TO THE DEPARTMENT (just like the first map in there, city wards) (LOCATION OF STATIONS, PLANTS, OFFICES, PARK locations with hectares...) <p>THEN ALL DIVISIONS FOLLOW THIS:</p> <ol style="list-style-type: none"> 7.DIVISION NAME 8.RESPONSIBLE FOR 9.LIST MAJOR ACTIVITIES, PROGRAMS, PROJECTS 1. 2. 3. 4. 5. 10.LIST STATS you want published IN CHART FORM 	<p>Citizens will see we are not just listing a bunch of info in here to show how busy we are. Key information about a department can be reflected on one page. Time will also be saved by following a template so we are not spending time listing whatever we want.</p>
<p>-Shut down computers at the end of the day. -Quit mailing the leisure guide to all residents. They can view on-line.</p>	<p>Save money.</p>
<p>Sell Lathey or George Ward pool or other recreational facility not generating enough dollars - create new residential infill development, sell lots...</p>	<p>New revenue stream</p>
<p>Determine a process to ensure there is a reconciliation of payroll budgeted costs to payroll ACTUAL costs</p>	<p>Doing so will ensure there is the correct allocation to all affected programs (mill rate and non-mill rate funded). Thus ensuring that the mill rate is not subsidizing any self balancing or utility programs and ALL cost centres are appropriately reflecting their payroll costs since staffing makes up a huge amount of our overall budgets. Currently no reconciliation of BUDGETED payroll costs to ACTUAL payroll costs, there is the potential for savings or at minimum appropriately allocated actual costs to allow cost centre owners to have better information for their forecasting.</p>
<p>Cut down on the maintenance services in the underground parkade at city hall - line painting, etc.</p>	<p>Small reduction in operating costs with minimal impact to staff - everyone knows where they are parking already</p>
<p>Voluntary days off unpaid. Being able to take additional time off throughout the year before using up your vacation or EDO's.</p>	<p>Similar to what was discussed at the provincial government level earlier in 2017 as a way to reduce spending. If full time staff take an optional 1 day or 1/2 day off per month it would reduce spending because you're not paying their wage.</p>
<p>The City of Saskatoon should take a pro-active approach towards employee sick time and minimize any abuse possibilities, the City would save an enormous amount of money.</p>	<p>I believe if there was a pro-active approach to employee sick time, the City would save an enormous amount of money.</p>

<p>I feel Saskatoon Police should REFUSE to respond to stolen vehicles if the owners left their keys in the vehicle. This is a radical idea, but too many Police resources are spent chasing after stolen vehicles, and often this can be a dangerous situation for public and officers. If this was implemented and advertised I BET the public would change their behaviour very quickly. We need to rely on citizens to be part of the solution for crime prevention. Taxpayers should not have to pay for other's careless ownership practices. p.s., The Manchester (UK) Police, when faced with a significant budget cut informed the public that they would no longer respond to stolen car reports for a certain make of Mercedes that was very easy to steal. This quickly changed consumer behaviour and decreased costs and demand on police resources.</p>	<p>Save money, decrease demands on police officers, increase public safety, decrease opportunities for felons to use stolen vehicles for future crimes, empower citizens to be proactive and active in crime prevention, expect responsibility of the citizenry, acknowledge that the public is an essential part of community policing too.</p>
<p>Expropriate Sask Power, Sask Energy holdings and provincial buildings in the City of Saskatoon in lieu of grants-in-lieu. We collect from tax scofflaws by collecting on their owned properties in lieu of taxes. . .</p>	<p>Retribution for bad fiscal management at the provincial level and for arrogance in trying to dictate how municipalities should deal with the cuts to the provincial grants in lieu.</p>
<p>AGS - why not get sponsorship, like " the teachers credit union" or " SaskTel center " . AGS could be the "West Jet " art gallery. Or something similar.</p>	<p>Money</p>
<p>Civic buildings like City Hall are often kept too cold in the summer months. I have noticed staff wearing heavy jackets and sweaters and even operating space heaters in the summer months to compensate for the air conditioning. I understand that everyone has their own preferred office temperature, but it does appear that we have overshot on the cold side a bit. Turning up the air conditioning temperature even a few degrees could help lower the electrical costs of operating our buildings.</p>	<p>Financial savings through reduced electrical costs of operating air conditioning at the current temperature</p>
<p>What is the operational requirement for having two individuals in a vehicle for green bin pickups?</p>	<p>Reduce staffing cost.</p>
<p>Have all garbage, recycle and green bin pickups on one side of the street, rather than doubling back on each Street, Crescent, etc.</p>	<p>Greenhouse gases, vehicle costs, possible time savings</p>
<p>In the past few years we have been selling off a valuable resource. Rock, is the valuable resource which has been in abundance within our subdivisions in the northeast end of the city. The rock is then purchased by private contractors and removed from stockpiles within the subdivisions. The awarded contractor then crushes the rock to sell to others including ourselves, which we originally owned, to place in our various water and sewer and roadways contracts as a drainage layer as well as a stabilization for weak subgrade. This rock is trucked out to far out locations and crushed. It is then trucked back in to the location where needed. The fuel cost alone involved in hauling, plus the environmental factor and the cost borne by the contractor to purchase the rock is then passed on down to ourselves when awarding the contracts.</p>	<p>We could keep the rock and have a private contractor crush the rock for ourselves. We could then provide the rock to our contractors for the cost of placing within our projects. We could crush at a designated location within or near the subdivision and stockpile. This would make it readily available. At present, we are basically buying back which was the City's in the first place. Crushed rock can go as high as \$50.00/tonne and many contractors are hauling it in from far off locations. The rock alone without crushing, can also be sold for barriers and landscaping projects. Years back we did stockpile the rock at a location off Central Ave. This, again, was recently sold off to a private contractor which in turn was sold back to us through various projects. We have changed our roadway structures for the most part, to use sub base as a drainage layer with increased structure. This does take some of the demand and reduce the cost from using crushed rock. However, there are many situations where it is needed. Rock will continue to go up in value and I feel that it is in the City's best interest to have it in inventory.</p>
<p>The simplest way to grow our revenue is to grow our City. At the core of the City's plans for growth is the creation of a world-class transit system, that will drive economic development along our corridors and incentivize people to live near where they work.</p> <p>It's no secret that our current transit system is broken, and at the heart of it is poor transit service delivery. My idea is to outsource the service delivery component of the City's transit function. I think it's critical that the City retain ownership of the assets.</p>	<p>Fully outsourcing transit service delivery accomplishes a number of things;</p> <ul style="list-style-type: none"> - Reset Culture. As part of the outsource, the City would terminate all of the existing unionized employees. Part of the outsourcing agreement would be the development of a rigorous re-integration / re-training program. Current transit employees would have a preferential advantage to apply for the new transit jobs, conditional on them meeting the newly set requirements for service delivery. Part of the new expectations needs to be a culture change to help transit become a valued part of our City. - Cost Savings. By outsourcing to a third party, we could put incentives and penalties on our transit service delivery. At the end of each month we could fine the service provider for inconsistent delivery, or we could give performance bonuses to employees that help create the desired culture we are looking for.

<p>I think part of this challenge should include a city-wide discussion with our residents. I think we could adopt a posture of humility, and tell the public that we need their help solving this problem. Fundamentally I think people are experts in their own right, and there's a lot of power in bringing a community around a complex problem. Let's give the public an opportunity to fully engage in helping us identify solutions. I think for a reasonable cost we could get a world-class engagement firm to help us facilitate this conversation resulting in cost savings across the board.</p>	<p>Let the public weigh in on the things they feel they are willing to lose in order to keep taxes low. Because quite frankly most of us don't have a lot of extra cash laying around to throw at increased property taxes.</p>
<p>Review the level of Secretarial support for T&U Directors. This department is unique in that most directors have a dedicated secretary allocated to them; this is not the case in other departments where these services are provided on a pooled basis. This may be a carry-over from the old days where more typing was required; this is no longer the case. Look at what can be improved in the way the Directors work to decrease their reliance on admin support. Somehow other departments have figured this out.</p>	<p>Staff savings; efficiencies.</p>
<p>Any reorganization at this point should be cost neutral; we can't justify increasing our staffing costs when other levels of government are reducing. For example, the cost of the reorganization of HR should be looked at - are all those section manager positions created from the elimination of lower level positions? Is it reasonable to have two directors?</p>	<p>Creating an efficient organization that starts at the top.</p>
<p>Implement city wide green cart program</p>	<p>Increase program efficiency and experience economies of scale while increasing revenues and encouraging waste diversion</p>
<p>I formerly worked at the City of Surrey, where we piloted a number of economic development zones. I propose that the City, partner with SREDA, the University and the Chamber to create a number of very strategic EDZs to create employment opportunities, attract new business, and kick-off benefit for the City's strategic goals. The key to the success of these EDZs will be to cast the net wide - advertise nationally, strategically go after anchor companies we want to relocate and be ruthless about ensuring quality partners.</p> <p>As an initial EDZ, the City could work with the Growth Plan Implementation Advisory Committee to identify a strategic underutilized property or land that is in proximity to one of our future growth corridors (transit access / future corridor development), then create an EDZ for automation / technology start-ups. We set up a significant business incentive, something like free rent for 5 years, in exchange for two things...</p> <ul style="list-style-type: none"> -companies would have to apply, and be vetted by leaders in the local business community... -the companies would need to be specifically focused on efficiency / process automation improvements -finally, one of the requirements of the contract will be the delivery of one efficiency solution / automation improvement for the City's use by the end of the incentive period <p>The model of EDZs could be carried forward to other areas... we could arguably create a health corridor, try to get doctors / dentists / medical imagery etc. to relocate together to create efficiency for patients and critical mass to drive competition to ensure quality service, while supporting our healthcare services at a provincial level by taking some of the strain off our hospitals (i.e. having clinics in close proximity to emergency rooms etc.).</p> <p>Alternatively, an EDZ that Surrey found quite effective was to create a green energy EDZ. Here in Saskatoon we could arguably create an EDZ around solar power, and try to get some innovation / employment opportunities running for the City while advancing our sustainability goals.</p>	<p>It will potentially attract new business (grow the corporate tax base), incentivize local business / local employment, deliver solutions at low cost that the City can use to improve its processes.</p>
<p>The City should not offer fitness facilities (i.e. equipment exercise rooms) effective immediately in various civic facilities due to the intense pricing competition within the private sector.</p>	<p>Terminating replacement reserves for exercise equipment and re-allocating those dollars to reducing the mill rate. Potential to lease out these facilities to generate additional revenue for the City.</p>

<p>End commercial garbage collection or revamp program.</p>	<p>Revenues in commercial garbage collection to continue to decline while we have to continue carrying the resources to earn minimal revenue. Competition in the industry is sufficient to handle the needs of our city. It has been made clear that to gain back some lost customers our program would have to be revamped as they feel there is a lack of customer service (pickup times available etc)</p>
<p>Digitally submit all journal entries and contract payments.</p>	<p>These two items are a huge waste of paper in all the copies that are made and are difficult to find if you need to review information</p>
<p>Push an ERP - as a growing organization we need one financial and asset management system that can cover all needs.</p>	<p>Reduce inefficiencies of using various systems as well as opportunities for error. Ambiguity costs money.</p>
<p>Having too many priorities ensures that you have no priorities.</p> <p>I would recommend that Council re-evaluate their strategic priorities, pick three and only invest in getting those priorities to an exceptional level. Rally the whole organization around those. Form cross-functional administration and council teams with citizen representation to drive the implementation.</p> <p>Maybe start with priorities that result in cost-savings. Only once they're achieved to an acceptable level to we broaden our scope to look at other priorities.</p>	<p>Give the organization purpose, rally the troops around a couple specific causes, and ensure that we actually accomplish them with excellence.</p>
<p>Create a business license for rental property. Use the money collected to offset business license expenses and programs like the Crime Free Multi-Housing program offered by Police. There are over 800 rental apartments with about 10,000 suites and about 10000 additional rental suites, houses and duplexes. Negotiate with provincial government to be recognized (similar to Sask. Landlord's Association) so landlords can provide rent increases in shorter time frame if they have an up-to-date business license. This has been a cash boon for the SLA.</p>	<p>Regulate an industry that is receiving additional services from the city and provide better quality rental accommodation. Shut down rental businesses that are not up to a determined standard.</p>
<p>Fees for frequent users of emergency services for nuisance calls, imposed once threshold is reached and interventions have been ignored. One business accumulated thousands of calls in a year from ambulance, police and fire. This is not a service we should provide - "proxy management by emergency service". New Westminster is a good example of this change in policy and has resulted in less demand on emergency services.</p>	<p>The threat of a fee and active monitoring by staff may be sufficient to discourage bad business practices that result in an excessive load on emergency services. Fees are not a revenue generating plan, but making better use of our emergency services is the goal to alleviate the need for current service levels and continually increasing resource requests.</p>
<p>Provide a "wall week" option to staff - taking one week of unpaid leave/year.</p>	<p>Remind people who created the problem and provide opportunity for staff to voluntarily protest the poor fiscal management of the provincial government.</p>

<p>Minimize the number of cashier stations at various civic locations.</p>	<p>Hopefully migrate citizens to more cost-effective means of payment (i.e. on-line banking, direct debit, etc.). Banking charges for electronic payment are significantly less than than cheques/cash.</p> <p>BANK CHARGES PER TRANSACTION 2016</p> <p>Average MonthlyAverage MonthlyAverage Transaction CostTransactionsCost</p> <p>Pre-Authorized Payments - Utilities\$961.0514,814\$0.065</p> <p>Pre-Authorized Payments - Property Taxes\$2,380.5445,929\$0.052</p> <p>Payment Distribution Service - Payroll\$530.7310,496\$0.051</p> <p>Payment Distribution Service - Accounts Payable\$197.902,132\$0.093</p> <p>EDI Payments Received - Utilities/Prop Taxes\$2,154.3347,597\$0.045</p> <p>** All-in-cost - includes file transfer charge, reporting, per transaction charge, returned items charge, online payment maintenance</p>
<p>Provide or find opportunities for Fire Department to bill some groups, organizations, companies for the services we provide.</p>	<p>SFD will generate some revenue and cost recovery funds to put toward our budget.</p>
<p>I strongly believe the 'Multi-Unit Dwelling Metal Waste Bin Grant' needs to be revised. The administrative costs associated with this paper based system is extremely high. Last year the program paid out a total of \$224,120. Using my old condo address, the fixed \$8 per unit was 30% of the \$26.38 charged for the Garbage & Handling portion of Property Taxes. Due to the percentage based structure of Property Taxes, but with the \$8 fixed cost for the bin grant, this ratio can be even higher. I understand that condominiums have to pay for the purchase and maintenance of their own bins. However, they are not exactly reduced to the 100 Gallon limit that single family houses are. My suggestion is reducing the Garbage & Handling portion of the "Assessment Class: Condominium". This would be best reduced as a fixed percentage of say, 10-15%. This can even be shown as a separate line item on the property tax bill as 'Multi-Unit Dwelling Metal Waste Bin Rebate'. The tax rebate goes directly to the tax payer. For the condo example I used early, that specific complex received \$2,368 for 296 units. Currently, a cheque is mailed to either the Property Manager or Complex Property Owner. There would be a small gap in the condo corporation funding but with the talk of Waste as a Utility and Waste Diversion, accountability would be passed on to the Condo Corporations and Property Owners within their respective complexes to reduce waste levels as a whole. This also creates transparency on how the bin grants are used. Knowing the change, whomever was receiving the original payment could then increase the condominium fees by the same percentage if they choose. This is even more prevalent after the first few years a complex once all the bins have been purchased.</p>	<p>Reduced Bin Grant Payments of approximately \$100,000.</p> <p>Reduce Administrative costs by over \$10,000, and free up time for savings elsewhere.</p> <p>Reduce condo waste and provide an incentive for diversion, further reducing tonnages at our landfill.</p> <p>Create transparency between individual property owners and condo corporation spending.</p>
<p>I think all departments should be told to reduce their respective budgets by 3.5%.</p>	<p>This will force out the ideas, make it fair for all departments, in some cases flush out access money in the budget and spread the "pain" across programs.</p>
<p>Make water utility the responsibility of the property owners and not the tenants.</p>	<p>Many of our missed and uncollectable revenues come from unpaid water utility. But putting the utility into the owner's name, any unpaid portion can be more easily transferred to the property taxes.</p>

Start charging for bill reprints.	This will reduce the amount of time spent on recreating bills for individuals AND organizations that rely on us to provide them with back up documentation. This will also reduce the amount of resources spent on recreating these documents. Financial institutions, credit card companies, and various other organizations do this. We already do this for property tax searches and tax certificates.
Numerous customer, internal and external, have decided to contract their garbage collection externally. One of the biggest factors is because we don't supply metal bins. I think a feasibility study should be done to see whether or not it is worth it to aggressively promote our garbage collection service. This is more important with internal customers. Many departments have chosen other service providers. Money being spent externally when the City provides the service is essentially wasting the tax payer's money. Instead of money being spent internally, the shortfall comes from taxes.	Increase revenue
Consider rebates for garbage collection rather than paying for the services. Easier to count how many times we didn't pick up garbage than it is to weigh it. If it is going to get billed like a utility, then just like water, it should be the responsibility of the owner, not the tenant.	If we charge for weight, we will still have to pick up 1/2 full, 1/4 full cans. By offering a rebate for NOT collecting a garbage can, then we will only be picking up full cans, which will reduce operational costs. This will also prevent neighbors from dumping their garbage into other people's cans (because they will be full), and everyone loves to get a rebate on their taxes (or utilities) at year end. We will still have all of those revenues to work with until rebate time.
Upgrade and integrate our databases to make them more paperless friendly. For example, TIPPS applications; paper copies are created so we can collect a signature, then those copies are scanned and then shredded. This happens for Direct Deposits, tax transfer requests, bill payments, etc. This is a lot of paper that we go through and a lot of administrative expense scanning and shredding this paper.	if we installed digital signature pads at the locations where we required signed authorizations, we could save money on resources and administration costs as all of that information would automatically be scanned and stored.
Eliminate or significantly reduce department organizations & name changes. These changes are not cost neutral. There are costs to HR, IT, and the Division itself who will be less productive as they adjust to their new structure. At times, these are done for political reasons which make no logical sense. Collective Bargaining, Analytics, Employee Experience and Strategy? It's ALL HR. Service Saskatoon? An extension of external engagement as part of Communications.	A minimum of 300 hours of effort from IT resources goes into each renaming/reorg.
Rent out the parking stalls on the parcel of land that is located on 3rd and 23rd Street. The lot is always empty.	Income
Improve collaboration for shared services with boards and commissions. The Library and Police have full duplication of IT services, and many other functions. While they are governed by a board and commission, there are economies of scale in establishing a shared services model for all common services (IT, HR, Communications, etc).	Cost savings due to lack of duplication.
Reduce the amount of money spent on all culturally sponsored events, either temporarily or permanently.	As much as I believe in developing our involvement in the community, we must focus on operating the City first. We tell citizens that paying their bills are a priority over luxury expenses, time we did the same. There are a lot of large companies out there just itching to sponsor events.
Removal of the Agency of record and implementation of a standard three quote process.	Significant cost savings and less burden on staff time. The agency requires much babysitting to keep on track.
Sell of the Terry Fox Track	Cost savings.
Revise the Cities Act to remove the requirement for booking City Page ads in the StarPhoenix	Cost and environmental savings.
Recently saw a Facebook post from a friend showing a picture of his newly paved street that was being street swept for no reason, and was actually left with more debris and dirt after it was 'cleaned'.	Save \$ sweeping streets that don't need to be.
Eliminate the council tradeshow.	Cost savings every election period, and valuable staff time.
Quit printing 100,000 Leisure Guides three times a year. Most people don't even look at them, and the ones that do know how to find it online now. For the few that can't find it online, make it so people can request to get one mailed to them.	This will save ~1 Million in costs per year

<p>I am a resident of Evergreen and last year the city swept our streets and then replaced a bunch of sections of sidewalk that had hairline cracks and then had to come back and street sweep again. The city should be prioritizing sidewalk repairs to areas that 'actually' need them and are safety hazards. There was absolutely no need for the sidewalks to be repaired in our neighbourhood and seemed like a huge waste of money and created a mess.</p>	<p>Prioritize sidewalk repairs, save \$, reduce safety hazards.</p>
<p>Supplier consolidation for MRO (Maintenance, Repair, Operation) supplies, including consumables, across Division and Departments - to include electronic inventory solutions provided by the successful proponent.</p>	<ol style="list-style-type: none"> 1. Reduced purchase costs 2. Reduced procurement and supplier management costs 3. Increased procurement efficiencies 4. Increased compliance with established standards (regulatory, administrative) 5. Reduced people time for inventory management 6. Simplification and standardization of specifications (continuous improvement) 7. Supplier support for localization, sustainability and innovation
<p>Telecommuting from home for some employees is possible.</p>	<p>Would reduce the space needed at City offices. Perhaps some real estate could then be sold off and/or leases terminated.</p>
<p>Close City Hall cafeteria. Have vending machines located throughout City Hall as replacement.</p>	<p>Re-fit as office space and relocate staff from leased offices. Terminate those leases.</p>
<p>Set a standard for playgrounds that is achievable; the current "playground" envy and elaborate play equipment requested seems to grow exponentially each year. Better to have some more "natural" environments instead of one park with a play structure in each corner/schoolyard - the park across the street from my house has a small hill that kids slide down in winter and roll down in the summer. They seem to have fun doing it. I'm not suggesting that there shouldn't be playground climbers and swings etc.; just that some spots with rocks to climb on, trees to swing on, and hills and grass to roll on can be just as fun/useful as \$400,000 play structures. Also the squishy black playground surfaces seem unnecessary - trendy and expensive and hot in the summer. I appreciate that dirt can get muddy but ground cover could alleviate that and be more environmentally friendly (not to mention cooler on the toes).</p>	<p>It would provide more interesting, imaginative, and natural play areas and save \$\$\$.</p>
<p>We can reduce the number of cleaners at the police station. I find them hiding throughout the station constantly.</p>	<p>reduced wages and therefore savings.</p>
<p>At the service we have a large amount of dta (duty to accommodate). A large percentage are accommodated due to family scheduling issues and other issues. While I realize some approx. 25% are truly in need of a dta spot we need to address the large amount of dta's so that we are able to more adequately fill patrol spots.</p>	<p>A increase in members off of dta's would allow patrol to see a reduced workload and less burnout . We could place members that are still on dta's at the front desk with one armed member to increase the efficiency of the front desk and reduce / eliminate lineups . as well members working the front desk could work files and reduce the workload of patrol again reducing patrol burnout . Overall effect would increase moral at the service as we would see more of our members actively contributing and not offloading the work onto other members.</p>
<p>Create a fund/credit system that would allow members to purchase better quality gear within certain specs.</p>	<p>The idea is two prong , one establish a equipment committee that has members that are still active on patrol or have significant experience in the outdoors to evaluate and choose a selection of gear . two - allow members more flexibility (outside of the actual uniform) so items like socks gloves boots toques could be purchased by the members of a higher quality and provide more comfort to the members working out in the environment . With better quality gear and a credit system members could save the credits to buy more expensive items and look after them so that they last longer ultimately saving money and again creating a better environment for members.</p>
<p>Connect new spray pad drains to the storm sewer instead of the sanitary sewer system.</p>	<p>Spray pads use a horrendous amount of water that goes right down the drain. The newer spray pads have their drains connected to the sanitary system which then means this water is treated before it goes back into the river. I assume there is a higher cost to treating and maintaining the waste water in the sanitary system than the storm system.</p>

Increase purchasing limits.	I know this sounds counter intuitive but we spend thousands of dollars putting out proposals and tendering work, when we could use our knowledge, experience and expertise (that you pay us good money to have) to find a good supplier at a reasonable price to do the work. I have seen over \$5000 in City workers time spent to secure \$8000 worth of work. The more rules we have around spending the more it costs, especially with the smaller work \$20,000.
Make all meeting rooms in the City (excludes Committee Rooms A, B, E) available in Outlook and bookable by the person needing a room versus current state where many meeting rooms need to be booked by a specific Admin person.	Less time spent trying to determine who to contact to book a meeting room, less time spent communicating with the person and relaying dates/times = faster booking time.
Install iPods in locations for field staff to log daily time versus current process for many employees in the city needing to enter time on a paper timesheet which then gets entered into a program (Excel) or system to then be transferred to Smart Stream/Pay Office	Elimination of paper timesheets therefore resulting in quicker and more accurate time entry, and the elimination of keying in manual timesheets into a program (Excel) or system = more accurate and timely flow of data for employee pay.
Market zoo poo as a compost product available for purchase by citizens/business	Revenue generation
Crash a project with resources to scan paper documents into electronic records and create a policy that requires documents be stored electronically (where legislation allows)	Reduce the annual \$100,000 fee the City pays to Crown Enterprises for storage of records/papers/documents
Create a program similar to the City of Calgary's "Cut the Red Tape" program which looks at eliminating steps in a process that are waste. An example of this is to cut the cycle/processing time of a permit application from, say, 3-4 weeks to 3-4 days then charge more for the permit. Developers/builders/contractors would probably pay more for a quicker service.	Reduction in administrative time spent on approvals, processing paper, transportation of documents, lost documentation... increased citizen/customer satisfaction, increased reputation of City/staff, increased response times.
Eliminate telephone landlines for city staff that have a corporate cell phone or cell phone that is reimbursed by the City.	Reduced cost for the many landlines the City has.
Eliminate the chair demo program and instead purchase chairs in bulk.	Reduced cost purchasing 1-2 different types of chairs in bulk versus up to \$1,500 chairs... and with custom fabric/design.
When first hired with the City I was shocked to learn that I could attend a chair demo, which required me to drive to some other location from my downtown work location, to spend an hour sitting in and trying out new chairs which ranged from \$800-1500. Oh, and get rid of the option to customize the fabric of the chair.	
Would make sense to have a bunch of the cities outdoor pools/splash pad/paddling pools closed next summer. it's very costly to get up and running and maintain for such a short time.	cut costs for the year
Turn paddling pools into spray pads in order to allow for non-staffed times. Then reduce the programming to only certain locations/days.	It will cost initially but save in water and staffing costs, as well as significantly improve citizen experience.
Print things in house. We have a state of the art printing center downstairs yet Communications outsources the majority of printing.	Cost savings
In lieu of a salary increase, offer different things in each contract, which actually align them identically for: Health Benefits, Vacation/Sick Leave & add "Family Leave" up to 3 days. It's win-win because the next cost is not that much, but the employee engagement will be high	For Health Benefits, if they are perfectly aligned across unions, we will have far better bargaining power to save plan costs.
Keep this ideas process going moving forward, but maybe add an incentive... do a quarterly prize draw and get some decent prizes.	Well if you get a \$25,000 cost savings, use some of the money to buy an iPad (or something like that) that the owner of the idea could win if their idea is picked.
We currently have a facility supervisor position posted as a temporary position for 12 months starting sometime in August. This is due to a leave request that was approved. I would suggest that we don't fill this current position for this term. I believe that within the current resources we have the work should be able to be completed. Maybe we could consider team leaders within the site administrator work group to assist these staff.	It would give time to review the need for this position long term and allow us to look at other leadership models. It will also save approximately \$80, 000 between 2017 and 2018.
We may want to consider reducing our hours of operation at the leisure centres. There are times at some facilities that we are paying for a cashier, rec worker and custodian when we have very few customers in the building. Examples of this could be 9-10pm Mon-Thursday or some weekend evenings.	This would provide significant cost savings while impacting very few customers.

<p>We have many managers who receive a flat car allowance payment each month. Many of our other employees through out the corporation only receive casual car allowance for meetings or go from one location to another.</p>	<p>The savings for this could be about \$3000 per employee.</p>
<p>Create a bylaw requiring any establishment capable of holding more than 100 persons and having a liquor license to hire special duty officers .</p>	<p>Reduce the amount of strain on the service and put the expense back on the establishment owners who are making the profit and creating a problem by overserving . The special duty officers would deal with the problems associated with the bars and reduce workload to the patrol officers</p>
<p>Offer an early retirement package to experienced ESA, SCMMMA and unionized staff who meet this criteria: Employed by the City for a minimum of 30 years, and whose age and service adds up to 85 - similar to the offer extended by the U of S to their CUPE Local 1975 employees.</p>	<p>This would provide an opportunity for the City to restructure and streamline all work groups for the future.</p>
<p>Payroll. I currently sign in everyday and fill out leave reports. Other sections don't.</p>	<p>Is other sections that are paperless move cost effective?</p>
<p>Obtain benefits from City's additional \$3 million contribution to U of S new rink, these can include: 1. more ice hours for citizens (1200-1500 hours/year is the current agreement in exchange for the original \$1 million) 2. New Rink to host (free to the City or at cost +10% or similar) a portion of City events, such as employee recognition events, safety events, NAOSH week, trades/operators quarterly meetings, leadership forums, 5/10/15...etc. year awards, family skate events. 3. new rink to provide meeting room space and offices for City staff 4. U of S provide to the City free tickets for events hosted by new rink to be raffled or given as prizes to City staff.</p>	<p>Increase morale, increased benefit to public and staff, hard cost savings in event cost savings, additional meeting room space and offices - decrease need to lease or purchase new real estate or rent non City meeting rooms.</p>
<p>This might be a duplicate: Green bins for all households. I don't believe they can be used all year round. Charge a monthly cost on residential utility bills vs the one time fee. Truck is already on route but would stop at every house as recycling and garbage. My green bin and recycling are full for the two week pick up schedule. We could use an extra pick up at Christmas. Our garbage might be 3/4 full once a month.</p>	<p>Landfill costs</p>
<p>Utility Deposits. All customers should be charged a deposit (except those on assistance). Currently if you have never had a utility services with the City the deposit is waived. Other cities require you provide a credit reference letter. Once a customer has a two year good credit history the deposit is waived or returned. A current utility bill is approximately \$320 and a deposit is \$400</p>	<p>The amount of uncollected monies would be significantly lower if we had deposits for those customers who close accounts without paying the final bill or those who fall into arrears and we are in the disconnection process.</p>
<p>I find a lot of the older toilets in city hall with a manual flush keep flushing water for a very long time. Sometimes they flush water to the point that the toilet bowl will overflow. I have reported this to maintenance personally few times. Taking a look at these toilets and fixing them would help costs.</p>	<p>Reduced water usage and reduced water bill. Environment friendly.</p>

Many studies have shown that plain language positively affects the bottom line for diverse departments: Saving time, personnel resources, and money.

Communicate in Plain Language in ALL interactions with the public and staff including:

- * forms you need them to fill out
- * bills they need to pay
- * public meetings - especially public input meetings!
- * website updates
- * PSAs ; and
- * instructions, forms and work orders for administration and contract staff.

With clear communication there is less chance that documents and instructions will be misunderstood, so you spend less time explaining things to people. We need to find out what questions our 'front line staff' are asked repeatedly by frustrated citizens, and then address this confusion by editing the forms/written material and instructions.

We spend a lot of time and money sharing information with the public, but often we use communication that is filled with jargon and technical terms the general public does not (easily) understand. At public input meetings we expect highly-paid technical staff to interpret and explain our message boards to a frustrated citizenry, many of whom may already be feeling nervous about change. If the tone, literacy level and terminology is more accessible, this process will be more efficient and positive for everyone. With plain language we will give more transparent service to our citizens, making them less frustrated, and significantly happier. This will make them easier to work for, which will in turn increase the job satisfaction, (and staff retention), for the administration. We need to understand and act on the fact that 4/10 Canadian adults have lower literacy skills. We also need to respect the diversity of our residents, who include many New Canadians with limited English language skills. We need to ask managers, workers and temporary staff, where miscommunication has recently occurred and/or regularly does occur. We can then take a 'plain language lens' and quickly analyse why the misunderstandings happen. We can request their tips to avoid costly misunderstanding in the future. (A clearly written, anonymous survey can accomplish this in a timely manner.) I would like to propose a brief, engaging plain language tutorial be shared at the bi-annual Managers' meetings hosted by Mr. Totland. We also need to speak to front line staff and ask them what currently confuses the public, and then do some editing to make things clearer. Again, an anonymous survey to civic staff could help determine how to address workplace misunderstandings. I'll be bold and suggest that you consider myself as someone to work on this! I have worked for the City of Saskatoon for almost 12 years, and liaised effectively and diplomatically with staff in all departments and with the public. Prior to this, I was a professional plain language editor, writer and consultant, an adult educator and an University of Saskatchewan lecturer. Second me for a bit of time to address your plain language needs, and I am certain that this will save money, while also meeting our strategic goals of transparent and responsive civic government. Thank you for considering this.

Have more red cross swimming classes at leisure centres. I find there are very few slots and they get filled in the first two days after the season starts. Many kids would like to register for these classes and would increase the revenue.

Increased revenue, increased use of facilities

Create an app similar to report-a-pothole so that residents can report problem drainage areas. Supervisors could verify these concerns on a tablet.

This solution benefits residents who prefer to use online tools, creates less work for CSRs and there will be less time wasted for Supervisors.

To purchase a 3D load volume scanner system which, with proper density data will show the driver the net weight of their truck's load.

Being certain of load weights will save operators from being issued tickets, as well as save on road infrastructure and equipment wear and tear from overloading.

For Parks to obtain a slope-pro remote control mower, which can mow up to 50 degree slopes.

In addition to resolving a safety concern this will also greatly reduce the amount of man hours required to cut grass, improving productivity.

<p>To be able to have property owners in billing for the utilities, namely water, for revenue properties or multi-unit dwellings (rooming homes, legal suites, etc.). Currently other utility providers have requested that the owners stay in billing for multi-unit dwellings.</p>	<p>This directive would ensure that we would be getting paid for the usage at that residence. In situations where the tenants are clients of the Ministry of Social Services, payment is directed to the owner who would then pay for the utility bill. In other situations, the owner would include that amount as part of the rent and would be aware of the usage in the event that there is a leak.</p> <p>The owners, pursuant to The Cities Act are responsible for water usage on a property. We were able to recover some of the consumed utilities by sending out registered letters to the tenants and owners pursuant to the requirements of the Act which, in the event of non-payment on the account within 30 days the water portion of the bill would be applied to the owner's property taxes. This resulted in recovery of monies that was previously would have been unrecoverable. This practice has been utilised in other municipalities since 2014.</p> <p>We did notice that numerous owners began taking their tenants out of billing even though they still resided at the property in order to avoid the transfer of the unpaid amount to their taxes. They also would just move the tenant to an alternate property they owned as the process would have to start all over.</p>
<p>Increase various fees that haven't been increased for some time, to at least cover the cost of the service (staff and labour time). Examples, block party fee \$10 for staff/labour/truck to deliver and pick-up barricades from all over the city and admin time to organize; residential assessment appeal fee \$30 for admin and staff time to prepare for hearings, etc.; and likely many others that have not been looked at in many years. Bonus - these are also not the typical high profile fees such as parking that make the StarPhoenix each time it goes up.</p>	<p>Increasing such fees will recoup staff and labour time.</p>
<p>Provide a small web team to be able to update the website quickly and efficiently.</p>	<p>Provide fast turn around on the web - up to date information, consistent language and properly formatted. This will reduce the number of man hours required to update a page, reading training notes. Most staff do not have the skills, nor time to updated pages based on style-guide and best practices.</p>
<p>Increase budget to fix Roads; equipment & manpower Other municipalities have 5-to-10 times the # of graders, etc.</p>	<p>This will make the public more aware of the 2018 budget issues and more open to a 6% tax hike</p>

Cut fuel costs	<p>The City consumes 8.3 million liters of fuel from 23 fueling stations with 1300 vehicles. (2016 stat) Using an average corporate rate of \$.60 X 8.3 million liters = \$4.98 million</p> <p>At the average for a Ford F150 in the City is 20 miles/gallon Ford Explorer (City Police) 16 miles/Gallon. This does not take into account the extra weight for the add-ons, so it would actually be considerably lower.</p> <p>Average City Transit bus takes 200 liters of fuel every single day. While Winnipeg now has 4 Electric buses with possible more in the future.</p> <p>Vancouver already has electric buses and have purchased 4 more to add to there fleet. This is similar to the ones in York Region and Brampton in Ontario.</p> <p>The three projects are coordinated by the Canadian Urban Transit Research and Innovation Consortium (CUTRIC), a green transportation group.</p> <p>There are actually quite a few F250 in V&E fleet which use even more fuel that carry around nothing more than a driver and garbage bags.</p> <p>These few examples show the complete waste of fuel. My idea is modeled after the Cities in Europe that actually have to pay attention to fuel economy as it is absurd, the price of fuel there. Example : Germany uses Opel, BMW and Audi with smaller 4 cylinder cars. London also use BMW and Audi. Most European countries use diesel engines because of the reliability and superior fuel economy.</p> <p>By converting many of the City owned vehicles to smaller, more fuel efficient and/or hybrids the City could save at least the required amount.</p> <p>Auctioning off the large vehicles would recoup some of the cost, but it would probably make more sense that going forward from this moment on, contract to buy as fuel efficient vehicles as possible. It would also set an example with the general public that the City is serious about cost savings while going greener while helping out with the Carbon Tax cost.</p>
Get rid of sidewalk crack counters	Not paying people to count cracks on the same sidewalk for weeks.
Have the Police non-CUPE civilian pay grades align with the applicable SCMMMA or ESA pay grades. Currently the positions such as HR Manager & Consultant and Finance positions are typically paid at a higher level than comparable positions throughout the rest of the City. Their salaries are determined by the Police Board, and they have a responsibility to keep costs in line with the rest of the City and not inflate salaries just because they can.	Correct an historical inequity and cost savings.
Leisure Centres - adding a limited 'gift shop' type vibe where patrons could purchase goggles, little swimmers, swim caps, locks (combination or key locks) that patrons can use on lockers. Not an expansive variety, but just limited items that patrons can have access to. (currently at most facilities little swimmers are given away for free if a patron doesn't have one)	This would increase revenue by profiting off of sold items. (Decrease some expense by not purchasing swimmers to be given away).
Utilize internal staff between various departments before hiring external. Example: Drafting Technician. Not all departments have their own drafting tech but if they need the service, try other departments to see if they have staff available to do the work first. Don't complain other department's charge out rate is too high, City does offer better compensation than small-medium size companies but maximizing internal capacity can save money for the corporation as a whole. Let's forget about your own budget in your area for a second and think about a bigger picture.	Maximize the use of internal human resources and saving costs.
Shorten some bus routes operation hours. Not sure how many times I saw an empty bus passed by my house after 10pm. Collect data on number of riders after 9pm or 10 pm for bus routes including Saturday and Sunday services. Transit can create an on-demand service by using the same concept of Access Transit (but not point-to-point) for a larger area (.e.g. NE: Silverspring/Willowgrove/Evergreen/Erindale/Forest Grove/Arbor Creek/Sutherland) to accommodate the need of public who rely on transit services to and from work.	Reduce operating costs, less overtime.
Create online purchase req forms (instead of the paper forms)	It will increase staff efficiency and reduce wasted time filling out forms by hand
Eliminate the free parking passes for MLAs and MPs. Why do we even allow that?	It will save money.

Evaluate long term staffers and offer early retirement packages.	Removes deadwood and save money in the long run
Do event bookings of Civic Square through Allocations and not Comms Branch.	It will increase efficiency, as Allocations has the processes to deal better with such inquiries. And it reduces event overlaps, conflict of timing, etc.
Council has said to Administration to reduce OT, reduce the use of consultants, and have no new FTEs--yet they expect us to be innovative, do new programs, do more in-house, and to chase pointless Councillor inquiries--all with the same staff quota. That is unreasonable and unsustainable. Council also expects Admin to change a program based on only one complaint from a citizen, or triggers yet another admin report--because of one person!!!. Someone needs to be firm but fair and tell council we can't do it all.	It will increase efficiency, reduce wasted staff time, and help us focus on "back to basics" as the City Manager and Mayor keep saying we need to do.
Someone please clear the roadblocks in Solicitors Office and Facilities Division. They are supposed to be service delivery divisions to the rest of us, but we spend a lot of time chasing them for help and answers. Get them more staff.	It will help with increased efficiency and less wasted time and frustration.
Onsite day care, funded by and run by civic employees for their children	It will achieve increased efficiency, as parents can come to work and not be worried about or have to leave, to check on their kids.
Update the overall civic accounting systems. Timberline is especially difficult to figure out what service is billed out for.	It will achieve increased efficiency.
I noticed that the grass in city parks(green spaces) is being watered while it is raining or had just finished raining. Is there some way that these systems could be shut off when water is not needed.	I'm not sure how much you pay for your own water, but you have to be able to save some money (and resources, employee time, maintenance, etc) by not wasting 1000's of gallons of water on grass that is getting rained on.
I liked that breakfast for Leadership Forum was cancelled and just coffee provided. I'd go further and only hold the forum once a year. Or reconsider holding it at all for the next couple of years.	Reduced costs for room rental and catering, as well as freeing up your highest paid resources for an additional half-day. Everyone is super busy, I find it a challenge to attend, even if it's just a half day.
Some form of reduced work week legislation or voluntary reduced work week days. Similar to "Filmon Fridays" of the Manitoba government in 1993 and "Donny Days" of the Government of the Northwest Territories in 1996.	Significant payroll savings
Eliminate cell phone benefits for corporate employees.	Significant cost savings
Eliminate carbon copy financial forms such as payment requisitions, purchase orders and department purchase orders. Replace with electronic documents	Will save on paper and storage requirements
Eliminate free suppers provided to councillors on meeting days, and eliminate catering for all meetings. Don't book meetings over lunch.	Cost savings in both food and cafeteria staff time. Estimated at \$500/month for council, underdetermined for general catering.
City of Saskatoon 'Store' - There are some instances where employees have jackets, sweaters, t-shirts, flashlights, to-go cups, etc. that have the City of Saskatoon on it. Would there be interest in developing these types of promotional items and selling them both to citizens and staff? We offer we live and wellness initiatives like yoga...running programs, etc. Wouldn't it be cool if we sold products to go with these initiatives! The U of S has a store and their products are quite popular.	Potential revenue source together with promoting our City!
Require any request from City Council to be assessed for the costs of completing it before proceeding. This could occur briefly when the request is made, as an estimate, and then could be further expanded in a simple follow up report from each committee meeting. This should not require an additional report from each project lead every time, but could be a simple compilation report that is a standing item, showing costs for each request.	This would give a better understanding of the time spent and costs of doing things that might sound simple when they are asked for. It would also make Councillors more accountable for resources as well. They could then be asked to vote or prioritize whether they feel it is of value.
Ask residents to not put their garbage and recycle bins out unless they are full or near full.	Fewer pick-ups for trucks and staff.
Move all printing jobs to the print / mail room on the 1st floor. Better utilization of equipment. Shutdown the 4th floor printing.	Annual savings of approximately \$100,000
Harmonize business process and shared services between the city and all the boards and commissions.	Significant process and financial impacts
Combine emergency services 911 call centers	Increased service to citizens and provide efficiencies for the city - cost savings TBD

Eliminate the municipal manual. It is an antiquated approach. Move resources to putting content in a more dynamic format like SharePoint	Less paper, more modernization, fewer resources needed.
Do bookings of civic square, parks, etc as an online workflow.	Eliminates phone calls, improves customer experience.
Where did you print the 30 day challenge poster? Where was the graphic made? Was it in house? Perhaps consider doing things in house?	Cost savings, better utilization of our print staff.
Charge for parking in the parking lots by the Shakespeare on the Sask site, across from Kinsmen Park.	It will bring in revenue
No longer use APV Cheques. Switch to a Purchase card to use at Vendors.	Processing time and bank fees. \$\$\$ A Company I work for found that it cost \$50.00 a Cheque just handling it through the company's payment system. In 2005 dollars
Ability to work from home for office-based workers. It doesn't need to be a full work from home arrangement but a flexible work from home schedule would be beneficial to people from a work-life balance perspective and could help save money in the long run.	Happier workforce overall. Will put more value on a results orientated work environment (ROWE) vs face time at work. I believe people would consider a wage adjustment if given the ability to work from home some days of the week.
Consider Saskatoon Transit bus advertising more in communications plans. To my knowledge, the City gets a percentage of revenue from Rawlco Transit advertising back as part of the advertising agreement. Let's say this number is 30%. That means that if \$100,000 is spent on bus advertising the City will receive \$30,000 back.	Advertising City campaigns on Rawlco Transit/Saskatoon Transit will put more dollars into the City's budget while also informing residents about programs and initiatives that are happening.
Start replacing gas-powered fleet vehicles with electric vehicles. Encourage car sharing using pool vehicles that can be signed out by staff. Replace buses on major routes with electric buses, charged on the Saskatoon Light & Power grid.	Electric vehicles are slightly higher initial capital cost, but only half the operating cost. Costs for electric vehicle charging go back to City through Saskatoon Light & Power.
DPO automation	Save staff time and eliminate manual process
Turn off or dim streetlights based on time of day and vehicle/pedestrian traffic volumes.	Reduced electricity costs.
Leave report and sick time automation - interim step to ERP	Save staff time and eliminate a manual process stop significant payroll leakage
Charge tolls for single passenger vehicle traffic entering the downtown. Increase parking rates downtown.	Reduced traffic volume and congestion, increase transit ridership, and active transportation.
Convert some park space to Naturalized areas	Decrease watering and maintenance costs
Convert paved back lanes to gravel.	Decrease amount of impervious cover in neighborhoods, making less demand on stormwater infrastructure. Reduce maintenance costs.
Offer summer camps for school age children at City sport and recreation facilities and libraries.	Increase revenue sources
Offer full time staff an opportunity to work reduced work hours (i.e. 6 hour days, or 4 day weeks) at a reduced salary.	Reduced operating costs.
Offer outdoor work crews an opportunity to work longer shifts (i.e. 4 - 10 hour days per week).	Reduced mobilization/demobilization costs for the same amount of work hours.
Encourage neighbours who under-utilize black bins, blue bins, green bins, to share their bins and maximize volume per pickup, reducing the number of bins to pick up.	Reduced operating costs, encourage more recycling and composting.
Get rid of half of the City's printers, photocopiers, and all fax machines. Locate printers and photocopiers in a central location in view of administrative staff. All color printing and copying to go through one administrative staff to limit unnecessary use.	Save on paper, power, and printer cartridge costs by discouraging unnecessary printing and photocopying. Most printed material ends up in the recycle bin or garbage shortly after first use, if read at all.
Sell our finished compost. We could either bag it up and sell it directly (but this would cost more for us to set up the processes, buy equipment and staff it) or sell the right to access the product to a retailer and let them bag it up and sell it through their established channels (e.g. Early's, Dutch Growers, Allans Landscaping, etc.).	More revenue and will draw down our growing finished compost piles (which might become a bigger issue if more green carts are available and/or if green carts become mandatory).
Sell advertising opportunities - paper inserts in our utility bills, on our website landing page, on monitors in our facilities (mix the messaging between city news - e.g. property tax payment deadline of June 30 - and paid advertising, back and forth), bathroom stalls (like in restaurants and pubs), scrolling ads on the bottom of the live video of Council and Committee meetings, etc.	A new source of revenue
Seriously, why are there people counting cracks in the sidewalks? They've been on the same block for weeks.	You could probably get someone in a vehicle to do the same job in a much smaller amount of time.

Charge higher fees to non-residents for certain civic services, especially those where the mill rate/Saskatoon taxpayer is subsidizing the service (e.g. registered leisure programs).	Increased revenue (but this is a tricky one because it could backfire and drive customers away, especially if they have lots of other options for the service)
Allow people to "fast track" certain things for an additional fee (I've seen them called "priority application fees" in other places). Just like if you need your passport renewed quickly, you can pay extra for that. Perhaps we could do this for certain reviews or permits or reports.	Additional revenue, better customer service.
Rent out Council Chambers for appropriate external events (seminars, presentations).	New revenue opportunity, better use of an otherwise empty space.
Set up "park and ride" parking lots in otherwise underutilized spaces (Lakewood civic centre parking lot, SaskTel Centre parking lot, Zoo parking lot in the winter, undeveloped parcels of land like at the north end of McKercher and 105th, ice arenas in the summer) and sell permits that would allow people to park there all day.	New source of revenue, would help with people parking in front of other people's houses all day because they have no other option.
Direct parking enforcement staff to write parking tickets whenever they see a bylaw violation instead of only after they receive a complaint. For example, if they see a car parked on the street in the winter with 6 inches of snow on top of it, chalk the tires and start the 36 hour parking limit on it and write a ticket if it doesn't move; if they see an over length vehicle parked on a residential street, chalk the tires and start the 1 hour parking limit on it and come back and ticket it if it hasn't moved; if they see a vehicle parked too close to an intersection or cross walk, ticket it; if a vehicle is parked nose-in on a cul-de-sac, ticket it. Be proactive instead of reactive.	Increased compliance with the Traffic Bylaw, safer streets and more revenue.
Consolidate the mail services/couriers being used at Civic Square East into one delivery system, using mail room staff, similar to how mail is operated in City Hall.	<p>There are currently multiple "delivery mechanisms" including some staff that come to City Hall to pick up mail, private couriers set up for daily delivery from City Hall to CSE, etc. When some work groups were originally moved out of City Hall, there were promises made that no costs for services would be incurred beyond those that would occur in City Hall. Over time, that has been maintained. Earlier this year, some sort of new contract was set up and the costs were to be carried by these work groups, which had not been communicated, expected or budgeted for.</p> <p>Consolidating these services would likely reduce external expenditures to the courier services and could also result in time savings for some staff, while there may be slight increases in time spent by mail room staff to provide a once-daily delivery to the building across the street.</p> <p>The charges to Planning and Development alone for Strongback Courier are \$200/mo. There is a blanket purchase order with them that may cover other groups as well.</p>
Allow people to make their own bookings of Committee Rooms. If the room is available on the online calendar, they should be able to "invite" the room to the meeting themselves.	More efficient process, remove Clerk's from the booking process.
Turn down the thermostat in the underground parkade in the winter. I don't think it has to be over 20 degrees down there all winter long. It must cost a lot to maintain that temperature with the overhead door opening and closing all day long.	Utility cost savings
Increase the frequency of recycling and green bin pickups (weekly all year long) and decrease the frequency of garbage bin pickups (every two weeks all year long). Offer people a choice in garbage bin size and charge different amounts based on size - smaller garbage bin at less monthly cost, larger at a higher cost (not based on weight - people are worried that if its based on weight and their neighbor puts garbage in their bin they will end up paying extra). If we want to encourage people to recycle and compost, we should offer a higher level of service for those options and by default people will generate less garbage and will not need that one picked up as often.	Higher waste diversion, better customer service.

<p>Standardize and limit our office supplies. There is no reason to have 10 different types of highlighters in stock, 3 different types of hole punches, 5 different types of staplers, 20 different types of blue pen, brand name Post-It notes instead of generic sticky notes. Pick 3-5 that we can order from. If someone wants something different they can buy it personally. We should develop an office supply list that we order from, not an entire catalogue, we should require generic instead of brand name. FlexiCoil did this and saved a significant amount of money (and they already had a purchase agreement for supplies, these savings were over and above that).</p>	<p>Cost savings.</p>
<p>Stop allowing pensions to be calculated based on your highest earnings INCLUDING overtime - overtime should be EXCLUDED. People are working obscene amounts of overtime which ends up overstating their best years' wages and inflating their pensions and then the Saskatoon taxpayers end up paying too much for the rest of that person's (and their beneficiary's) life.</p>	<p>Cost savings, improved fairness, would improve the long term viability of our pension funds.</p>
<p>Buy quality remanufactured toner cartridges for our printers instead of brand name which are way more expensive. Default all printers to 2-sided greyscale printing. Order multi-purpose copy paper that is less bright and less weight.</p>	<p>Cost savings, more environmentally responsible.</p>
<p>Relocate contracted summons staff from parking services to Police. They are performing law enforcement activities, they should be located with and paid for by Police.</p>	<p>More efficient services, better customer service, cost savings.</p>
<p>Partner with a non-profit organization and run a lottery. We could "donate" the serviced land, at cost, in return for a share of the profit. The Regina Public Library used to run lotteries every year, when it was a home lottery they did very well (based on their financial statements online, in 2008 they made \$422,000, in 2009 they made \$500,000) but then it really dropped off (in 2010 \$144,000, in 2011 \$55,000) and they finally ended up losing money (in 2013 they lost \$226,000 and they haven't run one since). It seems like when they went away from a home lottery to a cash/merchandise lottery it went downhill. Of course, this would present challenges in terms of optics (usually lotteries support causes that are emotional - children's hospital, air ambulance, hospital equipment, SPCA and animals, etc.) it might be a harder "sell" if the City was front and centre, but if we were a "silent" partner in it we might be able to make it more appealing.</p>	<p>New revenue opportunity, but there is a chance it could lose money too.</p>
<p>Rent enclosed park space for exclusive use to interested user groups for a fee. For example, I volunteer for a dog rescue and I would love to be able to rent a small fully fenced park (or even a tennis court) for us to have a reunion BBQ/picnic with our leashed dogs without having to worry about other people using the space too (e.g. the park on Clarence by 15th street or the small park on 20th by the train tracks, Patola?). Perhaps people would like to have a family reunion or child's birthday party and have exclusive use of a space as well? No charge bookings do not provide for exclusive use, perhaps a charge booking could?</p>	<p>New revenue opportunity</p>
<p>Require every single city vehicle to be justified as to whether its needed and type - half ton versus quarter ton versus car. There is a quarter ton that is parked behind city hall that does not move all winter long (snow piled high on it and no tire tracks), and I don't think it has moved all summer to date either. There should be a report that goes to the Director and GM each quarter for every vehicle assigned to each Division that lists the vehicle, why that vehicle is the best for the job over another cheaper type, opening odometer, ending odometer, fuel charges and therefore fuel efficiency. In addition to identifying underutilized vehicles, it would also help identify cases where perhaps the fuel recorded against that vehicle doesn't actually make its way into the vehicle...(the fuel efficiency/mileage would be out of line over time and/or as compared to other similar vehicles used by other staff and/or other Divisions).</p>	<p>Fuel cost savings, capital savings from not having to purchase as many vehicles and/or cheaper types of vehicles, environmental impact</p>
<p>When people move from a higher position to a lower position, regardless of union/collective agreement, their salary should decrease accordingly.</p>	<p>Cost savings, fairness</p>

<p>Stop the practice of an employee being classified as a supervisor of one other employee in order to receive a bump up in salary. This is wasteful in most cases.</p>	<p>Although difficult to achieve this in a unionized environment, I think worthwhile exploring. At the very least on a go-forward basis the practice should cease and longer-term through attrition the City would see savings in salaries.</p>
<p>the summons officers that deliver the summons documents for criminal cases should be working under/paid by police services</p>	<p>over a hundred thousand dollar savings to the city as parking services gets a cost recovery of 94,200 when that small section cost the city around 200,000.</p>
<p>refrain from changing department names so often; change them all back to something more user friendly and familiar and leave them alone...</p>	<p>lots of money would be saved (meetings, stationary, labeling, uniforms, etc)</p>
<p>Create more city owned parking lots. Revenue from parking can go back into the City, rather than to a company such as impark.</p>	<p>Revenue from parking can go back into the City, rather than to a copy such as impark.</p>
<p>Revisit our staffing in Corporate Performance Department - specifically IT, Comms and Strategy. We seem to have hired a lot of employees in these areas and yet continue to contract out work in these areas. For example why do we contract out citizen engagement to a company when we have approximately 20 communications professionals? Can't someone internally run these meetings? If yes, don't contract it out. If no, contract it out but reduce number of staff. I'm not sure of the value our 5 new Performance Improvement Coordinators bring. Can we do the same with 3? With one?</p> <p>Perhaps we need to copy the University of Saskatchewan and offer voluntary buyouts to staff. If possible, take the work done by those being bought out and spread it amongst remaining workers. Some positions likely don't need to be re-filled.</p> <p>For purchasing, have we discussed any synergies that might be found with other municipalities in our province? Perhaps by combining our purchases with Prince Albert, Regina, etc. we can increase our purchasing power and save some money.</p> <p>Why do we do all utility bill/tax notice/assessment notice printing here onsite with an expensive printer that has a large capital and ongoing support cost? Can we not find cost savings by contracting that out and having a printing company print them?</p>	<p>Employee salary savings as the severance would be paid out before January 1, 2018 for some of those positions we don't need to refill. Larger buyouts would take longer to realize savings on but eventually they'd be found. These would be 'hard' numbers - not 'soft' numbers made up from "efficiencies" that truly can't be monetized. By combining purchases and making the order larger, it is possible that the prices are lowered for everyone involved.</p>
<p>Quit issuing the leisure guide. Over 100,000 leisure guides are distributed to homes three times a year. Anybody I know takes it out of the mailbox and throws it in the recycling. The public can review it on-line or could request a copy to be mailed out.</p>	<p>Save money.</p>

<p>I work in Parks and am involved in maintaining new neighborhood green spaces. I am alarmed by the lack of communication between Parks maintenance staff, Land branch and design when it comes to the design, construction, maintenance and inspections before the Parks maintenance staff officially takes over these areas. Often times Land branch does not inform parks when there are inspections including CCC's and therefor we have little or no time to contribute vital information that would in the end save a lot of money. For example, we have taken over parks where the shrub and tree material is not appropriate for the location and/or soil type. The plants die shortly after we take it over at FAC and we are forced to spend extra money replacing thousands of plants. One of the main causes for plant death is poor soil conditions. The current specifications for topsoil/organic matter is 200mm. This is NOT sufficient. Often the 200mm spec is not even met by contractors but design or land branch who are in charge of inspections are not enforcing it.</p> <p>In Willowgrove and Evergreen, two newly developed areas, we currently need to replace approximately 1765 shrubs. This equates to about \$26,500 - \$35, 300 in plant material at an average cost of \$15-\$20 per plant. This doesn't even include the labour cost or the cost of amending the soil. Bottom line is that if we increase the depth contractors need to excavate and then add in at least 400mm of topsoil/organic matter, we will not be wasting money on replanting brand new parks. It will be a higher up front cost but the savings over time will vastly exceed those costs very quickly.</p> <p>I am also very alarmed by the drainage issues in Willowgrove. Many of the parks require extra labour and resources because of the wet conditions that our budget gets depleted faster and/or we cannot maintain service levels up to our standards.</p>	<p>Extensive cost saving in time, labour and materials.</p>
<p>Change controls for lighting in CSE. Currently there is a master light switch for each floor, so lights are typically left on at all times. Each office, meeting room, bathroom needs control of their lighting.</p>	<p>Save electricity and money</p>
<p>Comprehensive review of all mill rate and utility cost centres, including a zero-based budget review, and Council priority review to determine if mill rate dollars are still appropriate for the services and service levels we are providing. Mill rate cost centres were determined at some historical time and have never been re-evaluated or reallocated based on current needs and priorities.</p>	<p>To align funding and spending with Council priorities and current service levels. May result in cost savings or appropriately funded service levels.</p>
<p>Complete comprehensive evaluation of cross-charges between departments. They are not currently based on actual costs.</p>	<p>Should result in better financial transparency, appropriate allocation of costs, and identification of surplus funds.</p>

<p>1. Look at employee retention, especially at the seasonal employee level. Currently it is a revolving door and it seems we are constantly training new employees. It is expensive to ensure employees are trained to OH&S requirements and city standards. For instance, they have to attend a two-day training course to operate a mower. All these training costs add-up quickly. When they leave, we have to start-over again and go through the same training process. In addition, it takes new employees time to get an understanding of their job requirements to be fully productive within the organization. 2. We have a ton of forms for everything. Not only that, these forms are not consistent throughout the organization. Every department should bring every form known to this organization to a meeting. Then you will see how much unnecessary paperwork is being done. This paperwork takes administration staff time to process. Personally, I think leave reports are unnecessary now that we have a Time Sheet Management System online. Especially the calendar that must be accompanied with the leave reports for hourly employees. They should be incorporated with the online system. 3. Reduce contracting certain things out and empower frontline staff to do the work. While contracting can be beneficial. If done wrong, it can be way more expensive than the frontline staff doing the same work. We have a diverse group of employees with the knowledge and expertise to get the job done. I can cite many examples where our staff could have done the work for way less than what the contractor achieved. In addition, contracting requires city inspectors to ensure work is being done to city standards. 4. I am passionate about water conservation. Our river is one of the most heavily used waterways in Canada with different municipals and agricultural operations utilizing it. Not managing our waterways properly can lead to the catastrophic situation that occurred with the Aral sea. Due to overuse for agriculture, the majority of the sea has disappeared. I cannot imagine our city without our river. Therefore, the city should develop a strategy to irrigating parks in the city. For instance, identify areas of high importance such as sportsfields, new parks, flowerbeds, etc. Then assign high priority to irrigating these areas. While, reducing irrigation in parks that are established and utilized less. It is a North America cultural phenomena to have the perfect lawn. Yet it is not a wise way to utilize our water ways. Perhaps the city should look at developing other sources to draw water from rather than our water treatment plant and river. For instance, a pond that is replenished from rainwater.</p>	<p>1. Reduce training costs and increase productivity. A more engaged employee in the organization is more productive and has better quality of work. By minimizing errors, cost will be reduced. This is because they have the experience and knowledge of how to deal with their respectful areas.</p> <p>2. Streamline forms so they are unified throughout organization such as leave reports, overtime forms, change of address, employee clothing reimbursement, ect. By having them unified, everyone will be familiar with them and reduce processing time.</p> <p>3. Reduce contracting costs by utilizing front-lined staff.</p> <p>4. Reducing the high expense of irrigating our parks with water from the water treatment plant. While not compromising the health of the tree/plant material in parks. Becoming a better Stewart of the environment by using our river responsibly.</p>
<p>Standardize software for payroll, time tracking, and financial reporting. Many divisions have no systems and do it all manually, other divisions have systems which don't talk to each other.</p>	<p>Efficiency in terms of staff time and better tracking/reporting. Accountants and managers could spend more of their time doing analyzing, advising, managing opposed to book-keeping.</p>
<p>I'm not sure if staff who have parking spots at City Hall (in the parking lot or underground) pay for parking.</p> <p>If not, there's potential to generate revenue.</p> <p>For example, if there are 100 spots and each spot cost \$100 per month that would generate \$10,000 per month or \$120,000 per year.</p>	<p>Staff that don't have assigned parking pay anywhere from \$100 to \$200 per month to park downtown at private businesses, residences or at Impark lots.</p> <p>If City Hall staff with assigned parking were to pay for their parking spots this could generate between \$100,000 to \$200,0000 in revenue per year.</p> <p>I realize this may not be popular with those with assigned spots (assuming they don't already pay).</p>
<p>ESA/ SCMMA annual pay increases base upon performance reviews: Expected- 2-3% Proficient-4% Outstanding-5%</p>	<p>Not only will it save some money by not automatically providing every person 5% but also drives the IDP process for completion. In addition people will be held accountable for less than outstanding performance. Typically anything less than expected performance would be 0%.</p>
<p>To make an inventory of paper, toner, and more expensive office items and determine how much you need for a month or quarter and use that as a guide when re-ordering.</p> <p>For example in our office there are several different photocopies and we go through black toner 1 every 3 months, so why would we have 3 extra black toners sitting in inventory that goes the same for color toner. We change ours approx. 1 every 5 months but have 2-3 sitting in inventory.</p> <p>Quit changing the names of the departments. I have been here 4 years and it has changed at least twice. When you change names, you have to change letterhead, business cards, etc. and the old paper and gets thrown into recycling.</p>	<p>Not to have money tied up into inventory. It's just money sitting there.</p>

<ol style="list-style-type: none"> 1. Project coordination between Departments, Divisions, Sections. To many times you see a roadway ripped up for maintenance then two weeks later it is ripped up again for another maintenance issue. These should be coordinated for a one time fix. 2. Five year moratorium on residential building out in suburbs. Only allow new or infill construction inside and adjacent neighborhoods to circle drive. 3. Reduce cutting parks by one or two times per season. 4. Change garbage schedule to 10 day rotation in summer. With increased recycling, and use of green cart I barely have enough garbage to fill a pail never mind a 100L bin. Also in winter rotation could do 15 days for garbage. 5. Traffic Ticket collection, seems to be ignored. Wheel clamp a car if someone does not pay within two weeks, even if car is at persons home or street. Word would get around and people would pay tickets quickly. 6. Mandatory double sided printing and store only copy in electronic media. 7. Small pocket parks could be adopted by a neighborhood or Service group, Church, School and have them maintain the park. Also watering could be cut back a day or two a week. Don't need golf greens. 8. Mandatory turning off of computer and peripheries over night. 9. Timers on Park lights and turned off with bylaw closure times. If irrigation is on a computer to turn them on and off why not park lighting? Long term saving for short term cost of set up. 10. 10 year moratorium on changing Department, section, division names. How much does that cost for new supplies? 	<ol style="list-style-type: none"> 1. Save costs on sending out crews multiple times. 2. Save on Infrastructure costs and would achieve denser population as in city plan. Development would start in North Downtown. 25th St to 33rd street. 3. Savings of maintenance costs. 4. Same costs of gas, maintenance, etc. 5. Increase revenue. 6. Reduce paper cost. 7. Save maintenance and water costs. 8. Save electricity costs. 9. Save electricity costs and maintain better Parks closure bylaw 10. Save change over costs for logos, names, etc. on supplies, offices, bus-cards.
<p>Shut off the buses when they are waiting at terminals, transfer points and other waiting locations (for example, when they wait if they are running fast or for another bus to connect with). The City of Fredericton did this "anti-idling" practice in the summer months at their mass transfer points and saved over 17,000 litres of fuel and \$19,000 per year.</p>	<p>Fuel cost savings, reduce greenhouse gas emissions</p>
<p>Better records management of training Employees receive and a common file. Currently multiple locations for training records and no coordination of these files. ie fall arrest training (police, fire, AF-FM facilities and fleet, water treatment etc all most all departments have some staff requiring this training) If there was one file that included the name and employee number that generated reports when recertification was needed courses could be set up easier for civic staff on an ongoing regular basis and would have the potential to have savings</p>	<p>Consistent training for all divisions, all divisions receive the same course taught by in-house trainers or contracted service provider for certification. In house training less costly for Corporation. Computer generated reminder for staff needing to recertify before expiry of certification. Courses could be offered like the computer training section where email is sent to all and the various section staff can register whoever requires training. It would assist Managers for budgeting training costs knowing who requires recertification in this years budget and future budgets.</p>
<p>As an option to cash raises that are very expensive because of our high payroll burdens (employer costs per dollar earnings) or even to consider as a trade to rollback wages, consider compensating employees with as many tax free benefits as possible; My understanding is Health plans, Dental, and Recreational facility can flow tax free right now unless Trudeau pushes them into taxable status. Perhaps the best and least risk might be City provided Leisure cards (a top line gain for Leisure at 0 cost, and a bottom line savings on compensation) or if it is legal - flowing thru \$ from the employer to an Employee Health Savings Account. Please contact me if this needs a better explanation, or a spreadsheet and what I have gleaned from CRA's tax free benefit allowances.</p>	<p>It would cut the cost of a benefit by at least the amount of payroll burden, and at most the payroll burden and the employees marginal tax rate. ie. giving 3000 employees a leisure card would register on the books as an immediate \$1.6 million (3000x45x12mos) in revenue to Leisure if diverted from the 'allowance' for raises ... and the employees get something that retails for \$540 of after tax cash, that typically takes \$1000 in gross earnings which costs the city \$1300-\$1400 to pay them. Or in the case of the HSA if it is legal ... take a million of the raise allowance and flow it straight to the employee HSA (say \$300 per permanent FT), and instead of costing \$1.35 million with payroll burden etc it only costs \$1 million - so it is a more effective way of providing employees some compensation ... ie we can eliminate the payroll burden. It would have to be a take it or leave it or an offer to the employee groups ... but might be able to sell it as 0-0-0 and a leisure card instead of 0 - -2% - -2%</p>
<p>Brand Standards, Guidelines and Templates</p>	<p>Currently the City spends thousands of dollars on external designer consulting and countless hours making design decisions. And, although some creativity is required for each project, The City could save a significant amount of money (and time) by standardizing its brand.</p>
<p>Embrace the concept of "Digital Communications First" by allowing citizens to select their communications preferences similar to choosing ebill.</p>	<p>By investing in digital communications we could save thousands of dollars on printing and mailing. We could offer an opt-in system for those still interested in receiving print.</p>

Build in-house design and video production capacity	Save thousands of dollars on design services and video production.
Shut off electricity to all civic office spaces (except where potential impact to IT systems exists) during off-hours once office maintenance activities are complete.	Standby power can account for 10% of annual electricity use. By fully shutting off power to unused office spaces, standby power systems will be deactivated, allow electricity savings. There're light on 2nd floor CSE that have been on constantly for months.
Close the gap between water produced at the water treatment plant and water entering the wastewater treatment plant. With the City's new AMI meter system an assessment can be conducted on a City wide scale to identify locations of water loss in the system which amounts to revenue loss. While there are many private firms which conduct this evaluation, there is no reason it can't be done in house with dedicated staff. Although the AMI program has not been fully implemented this evaluation could be piloted int he areas where AMI metering can be installed.	By assessing key intervals along the water distribution system specific areas/pipes can be identified where water is loss occurs through leaks, dysfunctional meters, illegal tapping, etc. This would ensure the water being produced is passing through a metered account and thus being paid for. These assessments have been conducted in other municipalities which have installed AMI readings and demonstrated increased revenue generation. As a bonus, it would also identify where un-purchased water is entering the sanitary sewer system.
Consider how job postings are managed. 1) Some job postings are posted for 2 months, etc. This has been our recent experience in my Division as a result of mat leaves, etc. It would be more beneficial if managers could organize workloads within sections to cover such short terms instead of putting resources into hiring for such a short time period. 2) Permanent positions in my Division are posted when the decision on who might receive a permanent position is entirely dependent on seniority. The need to post the permanent positions requires resources from management and HR which could be allocated elsewhere more efficiently.	More efficient use of time for managers and HR. More efficient use of time means that there is more time to complete tasks that serve the public.
Consider what options are provided for food / snacks at meetings. By providing healthier snacks and drink options at meetings, the City can help to promote healthy lifestyles for their staff and the public while also perhaps saving some \$ on the food budget. Furthermore, instead of providing bottled water at meetings, the City should consider promoting their own product, and provide Saskatoon water from the tap :)	Consideration of healthy snacks and drink options not only provides for a healthier lifestyle but also could have an impact on the food budget for the City.
Consider how garbage is managed in the City. Why would the City not promote recycling options? Garbage pick up in the summer is weekly and recycling is every 2 weeks. I don't produce that much garbage for my family of 2 but my recycling bin is always full. With the landfill reaching capacity, why not consider alternative options for garbage pick up - if someone needs garbage pick up that often, then they should have to pay additional for it.	Reduce the budget required for weekly garbage pick up in the summer.
Consider if there is a need for a paper brochure for advertising. I receive a lot of paper hand out which advertise different events / programs / etc in the City. Many of these paper hand outs end up in the City's landfill because they are thrown out and, sometimes not even read. The City should reconsider if paper handouts are worthwhile. This will reduce printing costs as well as waste.	Reduce costs for printing, etc as well as reduce the amount of waste produced.
Pilot using external service providers for different operations activities. For example, level of service targets could be set maintenance of two similar parks or facilities. Maintenance of one of these would be done by City staff and the other one would be outsourced. Performance would be measured over a period of a certain number of months.	This would identify potential areas where it is obviously more cost effective to provide these services using City forces, areas where it may be more cost effective to out source services traditionally served by City staff, areas where internal procedures need streamlining, and/or areas where existing framework/systems/staffing is potentially incapable of achieving target service levels cost effectively.
Offer any kind of incentives for some of the 30 plus years of service employees so they can , or will ,retire. Just putting in time until the 35 , or more , year normal full retirement date does no good for the corporation or younger fellow employees.	Any costs incurred can be " deferred " over many years . Younger employees are more enthused and energetic. With sharper minds and offering twice the productivity as older employees the corporation benefits and younger workers are not " carrying " fellow older employees or feeling like they are .{disincentive}

Rent out space for retail opportunities in public libraries and recreational centres (i.e. Starbucks/Tim Horton's in libraries)	Revenue
Allow for designated rental space within parks and specifically targeted areas of riverbank for commercial opportunities/recreational opportunities. Example - green space under the bridges are considered ROW? - Could be rented for temporary retail/recreational opportunities	Revenue for the City
Vote by Mail; Online Voting - Municipal Elections can be conducted by mail in ballots; or online ballots reducing the need for facilities and staff resources at polling stations.	Reducing costs associated with facility rentals during municipal elections; staff resources can be reduced on election day and focused on other work
Charge all Crown and private utilities and annual rental fee for utilities installed on City river bridges	Revenue generation / cost recovery for these utilities leveraging City infrastructure to accommodate their utility network.
Tax Vacant developable land at the same rate as developed land.	Increased tax revenue
<p>My idea is automate our communication with SASK1STCALL We spend a lot of money telling the public where the underground power line goes.</p> <p>I envision a new system. One that isn't based on multiple people picking through Sask1stcall tickets one at a time and comparing the email information to our GIS model with unpredictable latency. I envision a system of automatic GIS notifications after public sask1st request. I envision a system where the public has easy access to where the underground power line goes. Please see these videos for a demonstration of my vision: s://www.youtube.com/watch?v=dH8OgFebvrl s://youtu.be/2okXAYCshgA?t=27</p> <p>I have increased my own personal "ticket processing" efficiency using the tools I assembled. For example, the system allows me to see new patterns in the two hundred some daily tickets and I can clear/build locator maps much faster. It lets me see what has been recently located and where folks are digging. My tools are some VBA Excel code I wrote and Google Earth Pro which is a free GIS program that is easy to use and program. I also used image editors to create local GeoTiffs so I can browse the underground power network instantaneously on Google Earth (I can't access GIS data, I could VMAP but Tiffs were light and I was a bit lazy). My goal is that Sask1stCall sends us a message and it populates our map. I have reached the point I can progress no more without administrative privileges.</p>	I do believe updating Saskatoon Light and Power's Sask1stcall process will allow us to tell Saskatoon where the underground power line is faster and more effectively. This will save money in ticket processing labor. This will reduce cable hit expenditures. This will increase response time and decrease outages. This will increase public satisfaction and decrease budget. I believe with a little bit of support we could make our protocol industry class with maximum efficiency.
Charge residents or contractors who damage our electrical infrastructure by not using the free services SL&P provides. Underground locates and tree trimming in or near electrical lines are a free service provided to our citizens for their safety and our utilities operations. When citizens or contractors fail to use these free services and damage our system they should pay for the repair costs which they currently do not always do.	Offset unplanned avoidable operational costs and raise awareness for safety around SL&P infrastructure. Sometimes planned work for crews has to be postponed to provide emergency repairs to our system which could have been avoided by using our (SL&P's) free services. This puts the crews further behind with their planned work. Personally it may reduce my frustration on a daily basis when I and my work partner have to fix problems that were easily avoidable. Having a tangible consequence for these infractions may lessen their frequency.
Reduce the hours at the zoo in the summer from 9am-9pm to 9am-6pm.	This three hour reduction in the summer on a daily basis will reduce the wages required at the zoo by a minimum of 6 hours per day. At minimum that's 127 days @ 6 hours = 762 hours per year or approximately \$30k spent on zoo keeping, \$15k on custodial and \$20k on admissions to keep the zoo open with minimal visitation. Every zoo I have run has reduced hours in the past 10 years due to revenue not supporting staying open late. The zoo here is no different, it not only increases and impacts the costs to the city but for our partners who have to keep the gift shop and food and beverage shops open at a loss for those hours. Further benefits are reductions in utilities costs, materials and supplies costs and more. This would also give us an opportunity and flexibility to review the current schedule and find further savings as we could review shifts reducing seasonal requirements potentially by 1.3 FTE.

Stop hiring outside consultants to tell us how transit should run. Use your "real" resources...aka, your employees. They are on the road, they are the ones hearing from the customers and see where and what improvements can be made for free.	A no cost, readily available source of real Intel for OUR community by our community.
Stop hiring managers who have zero experience with transit. Its better to have people who understand what goes on here than have someone who gets hired for having a "degree" and takes a year to figure things out.	A more seamless integration between what's going on and what can and should be going on. More trust between manager and employee as they know the manager knows what's going on in the department. Plus a possibility of internal hiring for these positions may create a climate of employees going above and beyond more instead of only doing just enough not to get fired. (morale boost)
I'm not sure if this is true or not, but I heard that the City will pay back employees if they buy a Costco membership. I don't think this is a fair use of taxpayer dollars and I don't think we should do this anymore.	Save money
Selling small items like sunscreen, hats, and other common items at potashcorp play land.	A new revenue stream for the city, profiting by selling common items often forgotten by parents at home.
Consistent hours per day and per week for public swim, lane swim, family swim at each of the swimming pools.	Patrons will not have to look up if they can go. Visitation may increase over time.
Merge the city's horticulture and turf sections. Call them landscapers as a title. Landscapers separate from equipment operators (mowers etc). Equipment operators at 80% pay rate of Equipment Operator I for the smaller equipment. Keep Sportsfield as its own crew.	Ability to draw from corporate sector different new employee background experience. Would reduce some workplace status issues about competition. Allows seasonal city employees to have different title for resume to apply for longer work seasons in corporate sector.
Full report to newspaper of consultant research and costs during last mayoral terms of office.	Accountability and transparency.
Drill along east side of riverbank all along city limits and sump out subsurface water over land and back into river at surface level.	To manage bank slumping. It will never stop. The river is growing older and it is a natural pattern. This would slow down and move the problem out of the city. The river wants to deposit sand on west bank and the increase of water flow carves in deeper on east shore, which permeates river bottom and seeps to subsurface water layers far under river bank. Kind of like permafrost slumping.
Move Ave P urban forestry yards to new soil. Diseases, fungus, mold etc.. Use yards for buses or infrastructure yard.	To improve health of trees.
Return to previous parking meters. Computers often freeze-up and perhaps collect too much marketing information which could be a privacy concern.	To maintain revenue collection and to reduce privacy concerns.
Give, or sell, old police building on 4th to native child and family services or provincial social services. Security features in place with police officer hosts at front desk for entry. Jail cells for 24hr emergency shelter, refurbished of course with many televisions for them to watch while they wait as they may be on ""their" favorite programs. No internet or electronic devices.	To use the building and the security features where they are required.
Electoral reform experiment on a small scale. Bio-metric computers and voting with touch screen fingerprint or eye scan.	To gather information for national bio-metric election.
Internal computer software development and application development only.	It must work consistently and the first time people are asked to use it. Could cause new technology experts to be hired, but they would become obsolete after five years.
Decommission paddling pools to complete closure, spray pad adaptation, or wading pool.	Spray pads more popular with family audience. Wading pools could offer free red cross preschool swim lessons.
Existing wading pools must have bronze cross employees minimum. Or lifesaving instructor, or national lifeguard. Children do back flips and head first belly dives there, sometimes but not often.	Have correct personnel working at wading pools.
Parks yard on Lakewood civic centre parking lot (there are three extra pads).	To justify camera surveillance on parking lot area where there is solvent use evidence, prostitution from outdoors to inside cars, and drug dealers/users showing the twelve year olds at the skateboard park 'how to' and walking across park from their cars to apartments.
Don't pay transit supervisors \$90,000 in over time for the year.	Lower taxes
Recycled asphalt shingles can be used as an input to road construction materials. The city of Markham Ontario did this and they say in addition to keeping shingles out of their landfill they end up with a better quality road	Longer landfill life, environmentally friendly

Reduce internal mail delivery to once per day instead of twice. If people need items to get into the system sooner, they could hand deliver them down to the mail room.	This would save staff time/money
Implement a similar garbage/recycling collection schedule as Winnipeg, where pick-up does not happen on civic holidays. To make up for this, everyone's regularly scheduled pick-up bumps back one day and continues to bump back one day every time there is a civic holiday.	This scheduling system saves the difference between wage costs on a civic holiday vs the wage costs of a regular day. I have no idea what this amount would be, but there are 12 civic holidays in a year (of which 5 also occur within the spring/summer/fall green cart collection calendar) and I believe Christmas Day is currently the only Mon-to-Fri day of the year that does not have collection occurring somewhere. The City could save these costs for black cart and green cart pick-up schedules; however, with Loraas having the recycling contract, I assume the City would not benefit from blue cart collection cost savings immediately, although may in the future when the contract expires and goes out for tender again because the scheduling change would reduce projected costs.
For example, my own garbage is currently collected on Mondays and my recycling every other Tuesday. Mon July 3rd was a civic holiday. Under the proposed system, my garbage would be picked up Tues July 4th instead of Monday. My new garbage pick-up day would become Tuesdays and my new recycling pick-up day would become every other Wednesday, until the next civic holiday, when it would become Wednesdays for garbage and Thursdays for recycling. The Yard & Food Waste green cart schedule could also bump back one day each civic holiday too.	And this idea would allow collection staff to enjoy those civic holidays with family and friends, instead of requiring that they work.
Admittedly, it does force citizens to keep closer track of the calendar, but this can be offset by encouraging more people to sign up for the cart collection e-reminders.	
I have noticed, since I started working here, that lights are being left on in unoccupied bathrooms, other rooms and offices. A grassroots educational campaign to turn off the lights, similar to the "wash your hands" campaign. The question could be asked - Do you leave the lights on in unoccupied rooms (bathroom, office, den, basement) at home?	Reduces energy consumption/costs. Shows leadership in the energy conservation/reduce greenhouse gas emissions initiative.
To eliminate statutory holiday residential garbage collections to reduce overtime pay for workers. City can push garbage collection a day ahead or a day after on statutory holidays. or achieve that by a better schedule.	To save operation cost on overtime.
Closure of City buildings/ non-essential services for extended long weekend(s). For example - next year I believe Christmas will fall on a Tuesday. Let's have a five day weekend, employees will take Monday off as an EDO or a required vacation day. When Christmas falls on a Wednesday & boxing day on Thursday, employees will have the Friday off as an EDO or a vacation day. The same thing can be done for Canada Day & Remembrance Day. AND, when Christmas falls on a Saturday, as it did this year, we should have Friday and Monday off instead of Monday and Tuesday. This will allow for travel before Christmas instead of having to travel late Christmas Eve or Christmas day.	The benefits would be cost savings and employee satisfaction. There certainly will be some employees unhappy with the required EDO/vacation day, but the USA shut down operations for 6 or 8 weeks a couple of years ago and they're still running their show. I think that it will be tough at the start but employees and unions will buy into the new reality and soon realize that an extra day off, with no loss in pay, is a good thing, especially at Christmas when everybody is busy and it might be very miserable outdoors.
The Planning Division in CSE pays for a courier to pick up their mail from the mailroom ACROSS THE STREET, deliver it to CSE and take any outgoing mail back ACROSS THE STREET to the mailroom. Other Divisions have their staff do this (admin staff, other staff on a rotational basis when admin staff are away) for FREE!	Save money
Attendance figures at the leisure centres should be analyzed to see if it's really worthwhile to stay open so late. If only a few people are coming after a certain time we should consider changing our hours of operation. This information should be available in their cash register system, it should be very easy to see the patterns.	Save money by not having to staff the leisure centres so late
Have the ability to purchase any pass or tickets at any City of Saskatoon location that deals with customer facing cash transactions.	Eventually it should have the City looking at a common platform for cash transactions. It will also stop the run around for citizens looking for, as an example, the social services supported passes for both leisure and transit.
Reduce available parking in the Downtown core	Increase usage of transit, but also get us ready for the autonomous vehicle revolution.
Revise the asphalt patching program. Instead of having the crews cleaning out all the cuts for the day, retooling and going back to every location to patch. Have 1 crew cleaning and another following to complete the patch.	This will not only achieve less travel/idle time, but it will also allow the streets to be closed for a shorter period instead of having them all closed for 7am and opened after 3. I'm sure this would allow for more patches to be done each day as well.

<p>Uniforms for Transit/Access Transit. Access Transit should be taken out of the M&L contract that expires in the fall of this year. It was much cheaper when we allowed operators to purchase their own pants. We have had nothing but issues with fitting. Also, I understand that the jackets for Transit are custom made, which again is much more costly than off the rack jackets which is what we use at Access Transit.</p>	<p>Lower uniform costs</p>
<p>Better Specs in tendered out work that makes contractors more responsible to ensure they don't damage City property ie. sidewalks, roads, parks, boulevards. plantings, turf ect.</p> <p>This idea has a main and an alternative. First, the electronics shop (traffic signals) should be reduced to only a maintenance shop. There is no longer the staff available to perform construction as well as maintain/upgrade the traffic system. Construction of new intersections would be contracted out, much as what happened under the North Commuter Bridge P3 leaving the shops only involvement being installation of the cabinet and controller unit. Moreover, construction could be done in a more timely manner. For example, raising a pole took a crew of four plus a foreman 7.5 hrs (37.5 total man hours) working on a Sunday morning. Compare this to private contractor that raised two pole bases in the equivalent of five hours with three crew (15 man hours total). This would require a major change to the CBA though as it currently states that shop has jurisdiction over a number of items.</p> <p>Alternatively, once the summer construction season begins, an alternative shift covering weekends could be implemented (the same could be done at SL&P). This would allow construction that requires weekend work when traffic is lighter to be performed either during regular 'weekend' hours or starting just before thereby reducing overtime costs substantially. In the case of the electronics shop, there would be some shuffling because of the small size of the shop but a balance could be achieved by either rotating staff through the weekends, giving alternative days off in lieu or fixing a crew if staff is agreeable. As is stands now, weekend construction work is 'gravy' as the bloated yearly salaries of SL&P lineman and many of traffic signal staff testify.</p>	<p>Save City money by not having to clean up the mess made by others. The saving realized by tendering out work get eaten up by having to fix damage.</p> <p>If part A is considered, considerable cost savings could be foreseen through contracting work out. Overtime for electronics shop staff would be cut. Further, it is probable that improvements to the traffic signals system could be implemented more quickly improving traffic movement around the city. This in itself is a benefit to the quality of life of the city's citizens. Finally, a restrictive CBA and entitled union could be brought more into line with the goals of improving the service for all in the city, not just 'looking out for themselves and membership'.</p> <p>If the alternative is considered, overtime costs could be cut dramatically and the 'gravy train' slowed to a crawl. Without doubt, work needs to be done but the approach currently taken (double time on the weekend) does little to have work done in a timely fashion. If anything, staff seek out these jobs as a chance to earn large amounts of money doing a job that could be often be done on regular time (i.e. setting poles). For those jobs requiring significant road closures to avoid work over traffic, a weekend shift would reduce overtime costs as such work could be scheduled then.</p>
<p>I would recommend converting the cities computer office applications suite away from Microsoft to the Google suite of products.</p> <p>Admittedly this will require work and investment on the front end but it will, in the end, save the city money both in time saved and maintenance/operating costs.</p> <p>I present the city of Boston as a great case study for a similar style of corporation (though obviously significantly bigger) making the switch and being richly rewarded.</p> <p>s://cloud.googleblog.com/2014/01/boston-moves-76000-city-employees.html</p> <p>I've worked at private companies that have full google integration and its night and day compared to Microsoft office.</p> <p>If the city of Saskatoon wants to be a 21st century city we should be using the same tools that almost all cutting edge progressive private companies are using. And that's Google products not Microsoft.</p>	<p>Departments will become more efficient and collaborative saving money for the city just based simply on how much time is saved. Googles suite of applications is so much more varied and well built, no matter the job the city will face its got the app to get the job done. And the best part is, its all cloud storage meaning people can collaborate from anywhere with each other on anything.</p> <p>Please look long and hard at this option. I am extremely confident it will save the city time, money, productivity. There is a reason why Google is so successful, they simply make the best stuff. We should use their stuff.</p> <p>s://gsuite.google.com/industries/government/</p>
<p>Get the street cleaners out after it rains. I've often seen it rain, and then a few days later the water trucks come down to wet the road before the brushes come afterwards.</p> <p>Eliminate funding billboards for "non-essential" items. The article in the Star Phoenix about the "iamthebridge" will no doubt cost money to deal with. The billboard is expensive anyway, so now we get to deal with community engagement regarding it. That is not free.</p>	<p>Reduction in operators, fuel, water costs.</p> <p>Trimming down non-essential services, while freeing up money for essential services. These ideas are important, but I feel residents will agree sidewalks and snow-clearing are more important.</p>

<p>Take a serious look at the Supervisor 101 program. It seems to be quite a time investment that costs the city money. Based on an estimate, they program will need approximately 20 days or 1 working month of time to complete within 18 months.</p>	<p>Reviewing this "revamp" and determining it's necessary scope could possibly save plenty of higher-salary supervisor-level employees time and thus the city money. Hourly paid supervisors will take this training, then charge overtime on other things because they need to get work done. This becomes expensive, very quickly. As well, this overtime isn't charged to the training costs, but rather the job being done.</p>
<p>Improve the corporate purchasing process by eliminating the need for paper forms and records. Electronic forms are the norm at current.</p>	<p>Reduce the number of printed pages, handling and postage costs to have things moved around departments. As well, having to fax out these forms such as purchase orders is archaic and costs money to use these outdated technologies.</p>
<p>Crash the IT project to create/launch electronic leave reports and electronic staffing actions which connect to Smart Stream. Get this project done ASAP.</p>	<p>Elimination of manual time spent tracking down staffing actions (who has it-- HRC or department payroll or other?), elimination of duplicate entry (i.e. into Smart Stream and departmental payroll systems and Excel spreadsheets), elimination of spreadsheets used to TRACK staffing actions.</p> <p>Implementing electronic leave reports will</p> <ul style="list-style-type: none"> * eliminate the movement of paper leave reports and time wasted for approvals (in some cases multiple approvals), * eliminate duplicate/triplicate entry of the leave into Smart Stream, Excel spreadsheets, Access databases * improve accuracy of sick/vac/EDO/SDO/etc time banks * eliminate the need to reconcile above time banks between systems like Timberline and Smart Stream (which often vary requiring investigation as to why), departmental payroll spreadsheets and Smart Stream, etc * eliminate departmental payroll teams from being asked how much time is in an employee's bank <p>Implementing electronic leave reports and electronic staffing actions will save tons of administrative time and increase accuracy in time bank values.</p>
<p>Slash/freeze upper level management salaries Corporation requires an organizational audit and realignment from an operational model to a hybrid model that promotes accountability and citizen centered service delivery model.</p>	<p>It will help retain motivated young employees, and reduce inefficiency and overspending Reduction in FTE's There is a lack of accountability and significant redundancy in several positions.</p>
<p>Retire systems that don't work. TSE, TMA and Timberline are three systems that are people heavy and take way too much people effort to maintain.</p>	<p>Get a new system that works.</p>
<p>Create a Digital Contract Centre</p>	<p>Allow Procurement, Project Managers, Clerks, Solicitors and relevant internal clients to all have access to 1 set of contract documents instead of the 10 that are currently floating around the city and who knows which is and isn't accurate. The Digital Contract Centre should show the Project Manager every relevant detail about his/her contracts including payment statuses, all change order, bonding status', etc.</p>
<p>Go to an entirely digital filing structure only.</p>	<p>Allow all files generated by the corporation to be backed up, and not having physical copies reduces uncertainty in their accuracy. Reducing paper also reduces the cost to the corporation in both procurement of paper, O&M on printers and Risk that something gets lost.</p>
<p>Review administrations areas with constant turnover before reposting a position - what is happening - why the change - what is the cost of this turnover - fix the problems (monitor posting of admin areas)</p>	<p>people are our best and one of the most expensive resources.....if we are able to fix areas that are struggling and keep good people we gain efficiencies by reduced turnover cost/ retraining/ and more productive work environments</p>
<p>Contextualize SharePoint to the user, putting their common tasks and pages in front of them immediately.</p>	<p>Allow users to quickly achieve their tasks and activate workflows. This reduces lag time and searching, and could be done based on some simple relationships established between the Divisions, Workgroups and Service/Business Lines.</p>

Eliminate useless sidewalk repairs.	I see all the time sidewalks with spray paint on them for repairs to be done. A lot of the repairs are so miniscule it seems like such a waste of time and money. I don't know how much it costs the City to repair a crack in a sidewalk, but I feel it sometimes unnecessary to do so.
Council, Advisory Committee, and Standing Policy Committee meeting agendas and minutes should stop being printed.	The mass amount of paper used/wasted on these meetings is insane. The councillors, members should be required to bring a laptop, tablet, etc in order to view the agenda/minutes.
Close all Leisure Centres on Stat holidays - or only keep one site open on each side of the river on stats (Shaw & Lakewood) Close Summer paddling pools during weekends in summer - operate non staffed spray pads only	some cost savings in monthly car allowance, less rental/lease parking spots Staff savings during stat holidays closing paddling pools on weekends over the summer - savings in staffing/chemicals/program supplies
Review Monthly Car Allowance for employees - do they require it for full year or part of the year (June - August); For example do Recreation 13 position in Community Development, Program Design Coordinator positions require year round monthly car allowance? Parking stalls - revisit day parking for employees who work out of City Hall - do all current staff who hold a day time parking pass required one? Revisit external Rental groups - (swim events/track events) - start charging for use/replacement levy of computer equipment, computer/timing cables, starter blocks, competition diving boards, tables, etc. At TCU & prairie land there is charges to use projectors, extension cords, wifi, etc.	
Reduce at minimum the printing of payroll reports; save them as PDF	Save paper and storage cost; also, the time saved by both clerical and payroll can be used to perform other tasks or increase efficiency in customer service
Make better use of city employees to limit paying out to outside companies	Savings by utilizing paid employees instead of paying someone else to do the same work while still paying our employees. Examples of this are using city flusher trucks instead of Envirotec (GFL) or McGills, having our city engineers work on projects rather than bringing in a consulting engineering firm
Limit outside work	Have a look at where the majority of outside spending goes to and see if some of that spending can be kept in house. Maybe it would be better to sign a deal with one supplier for useable items like gloves etc. Maybe work that's being performed by an outside shop and be performed by another city department or city workers. Things like pump rebuilds, vehicle repairs, vac truck and flusher truck work. Is it possible that millwrights working for water and wastewater can fix things for V&E or light and power, can light and power perform electrical jobs for water? Just seeing if more can be done in house rather than paying workers and paying the workers of private companies.
Why are there 7 SA's in Community Services? Does POSSE require that much high priced labour?	Save money
Why does communication staff have their own secretary? Why did they move their secretary to CSE and post for a new person and train a second person instead of just keeping her there and train one person once?	double training time and money. what level does someone have to be at in order to have administrative support?
Why does communications send people out for access training when newer applications could meet there needs and also train staff on newer systems that are being used for other things.	training dollars and proper use of staff
Get management and supervisor input as to ways we can use the hours worked in a day more efficiently. Enforce proper break, lunch and start/end times that each crew has.	Utilization rates of staff..... less staff !!?
I am not sure why we need so many marketing and communications staff. If our programs need that much communications then maybe our programs should be improved so they make sense for citizens.	Every position saved is easily \$100k after salary and overhead costs.

Reduce positions. E.g. Councillors Assistant, Archivist's Assistant, Executives and Administrative Assistants, and Corporate Performance is out of control with Communication Managers.	More efficient use of existing resources and generates additional revenue.
Increase number of red light camera intersections and photo radar locations.	
Revise the policy of advertising the City Page in the StarPhoenix newspaper.	A cheaper solution should be found to getting the information out to citizens. Perhaps online.
Cut the I am the bridge campaign, should save about 14,000/year.	It will achieve the city saving money.
<p>1. Increase Transit Charter rates by 10% (2017) and 2% +/- on an annual basis.</p> <p>2. Re-activate one of two City Council charter booking policies which was changed in 2014 ('out of City of Saskatoon less than 25 Kms') Charters.</p> <p>3. Maintain several older buses which are able to assist with 'in city' charter service at peak hours.</p> <p>4. Recommend 'not' to invest in a new Charter program 'busHive Transportation Software' costing approximately \$30,000 USD and \$10,000 USD maintenance fees.</p>	<p>1. Saskatoon Transit charter rates have not increased along with the cost of fuel, wages since 2011. Price Charter service so Transit is guaranteed a modest profit at Operator overtime rates.</p> <p>2. Travel distance 'outside Saskatoon' (up to 25km) charter cost is approximately a 50% increase. Several locations are within 10 to 15 kms. A charter bus which will travel from Valley Road, 90 kms per hour on Circle Drive to McOrmand Road (18kms at \$105.00/\$150.00 per hr.) Charter service was denied to special business and groups such as Novozymes BioAg Limited - Charter Estimate #2547 which was a loss of revenue of \$2,070.00. Transit bus was unable to travel (the additional 3 kms.) outside Saskatoon. Saskatoon Transit is denying Seniors to enjoy an afternoon at the Berry Barn. Conference groups to travel to Wanuskewin Heritage Park and for Children's trips to the Kids play Barn. Charter Revenue - YTD Actual (Transit Accountant) - Denied charter service - lost revenue: 2014 - \$84,835.82 (ATU/COS job action/High School Football); 2015 - \$79,871.82; 2016 - \$191,521.83; 2017 - \$46,329.45 (to date).</p> <p>3. Charter revenue will have a cost recovery for vehicle licenses. These additional buses would could be assigned during the busiest time of the day (\$150.00 hr) for charters and free up (new) buses for regular service. Saskatchewan Human Rights legislation regarding Low Floor Buses is applicable for Public Transportation not private charter buses.</p> <p>4. After reviewing Bushive charter information, this software does not provide cost savings benefits to Transit nor the charter customer. Bushive System offers nothing more than the existing Saskatoon Transit DPC System. Quotes, Confirmations with terms and conditions, Scheduling, Driver Itinerates. To invest \$40,000.00CAD in a charter system, plus \$13,000.00CAD in maintenance fees, then (try) to integrate Bushive with the Trapeze system, COS Accounting System and ATU Collective Agreement guidelines. Dispatch would still require to manage charters manually (for dispatch) to tie in with regular routes and extras. Transit DPC System provides the options Bushive system provides and the present Transit DPC System is integrated which allows Dispatch personnel buses to be linked regular or extra buses. Bushive program Charter Payroll option has to be able to integrate the ATU 615 Collective Agreement (min. call in pay, integrate attached charters to regular and extra bus assignments and Transit Payroll program. Bushive program will have to be integrated to the COS financial reporting, Transit accounting 'per running hour', payroll whether it is extend pay of staff with minimum charges of a bus or an extra and minimum call in pay as per collective agreement. Charters was purposely split between Charter Department, Clerk Steno invoice and Accounting Department to account for each all charters dispatched being invoiced.</p>

A

1. Cost recovery for road maintenance, repair and new installations
2. Costs are handled by the people actually using infrastructure, not just the people who live in, and pay property tax to, the City of Saskatoon

Instead of contracting out the installation of irrigation systems in smaller parks, the Irrigation crew could preform this work in the early spring or later in the fall when winterization is finished. I am also a Journeyman electrician so I could do all the electrical work involved with the installation of a automatic irrigation system.

There would be a cost savings for the city by using it's own in house staff to preform the installation work. The work would be done right the first time and no need for return visits due to deficiencies which seems to be the common trend when dealing with contractors. It would also lead to better staff retention because the seasonal staff would be gaining a longer season by doing the projects in the early spring or later in fall which saves money on training new staff every season.

Build a video portal for the City, using a company like Worldplay Networks out of Calgary. Benefits include;

- Gives us a Fully COS branded video solution;
- Consolidates all of our video assets under a URL like video.saskatoon.ca that can help increase our SEO
- Gives us control over comments / watch next suggestions
- Improves marketing campaign opportunities
- Allows us to create an online community that our residents can regularly interact with

Revenue opportunities;

- We can sell advertising opportunities on our channels;
- We could host all of our council Live Streaming (for potentially cheaper than our current solutions)
- We could offer Pay-Per-View for LIVE Streaming high-demand events [we could license our portal to TCU Place / Remail]
- We could offer Pay-Per-View for our best VOD Assets
- We could empower the community associations with their own channels (under the City's brand) to drive greater online community engagement.
- The Video Portal could function as an internal communications tool, where we could host training videos, with multiple-choice exams at the end to verify people understand the content they've learned.

Fix the AC/Heating at CSE.

I've been in CSE since we moved from T&T in 2014. A/C mini splits systems are constantly competing with each other and with the radiant boilers in all seasons. Some days Mini-Splits are pumping out cool air, while others are pumping out hot. During the winter the boilers are full blast, while the A/C units are pumping out cool. I would imagine that there has to be some operational savings in all seasons into the future. I know I don't run my furnace and A/C in the same season.

<p>To evaluate the way corporate training is charged. Consider moving to charging an annual average cost per employee for in-house training (i.e. if the average employee enrolls in 3 sessions a year, charge approx. \$175x3= \$525 per employee. In a division of 55, the annual training cost to budget for would be approx. \$29,000. Moving to a fixed amount per employee, reviewed on a regular basis, will aid in developing a 100% training cost recovery model and free up administration associated with charging and paying for individual sessions. For out-of-house training that requires the hiring of a facilitator, continue to charge registration fees on a cost-recovery basis.</p>	<ol style="list-style-type: none"> 1) 100% training cost recovery model 2) Encourage training registrations, since divisions will be paying a fix sum per person 3) Reduce program administration
<p>People love lotteries ... this idea is fashioned off of the 'extra' on your 6-49except for the utility bill, and the yearly municipal property tax ...</p> <p>with additional charge of \$5-7 per year on Tax Bill, and \$5-7 on Water Bill to be enrolled in the 'Property Tax Extra', whereby you get your taxes or utilities paid by the lottery (or a lump sum credit to your account), or your utility bill for a year paid ... Rough Math on 60,000 properties residential ... have a lottery pool whereby a maximum of 10 properties would get \$5000 credit on account and the cost is \$5 per year ... \$50,000 to credit tax accounts - \$250,000 straight to revenue ... or a pool where a minimum of one property gets a credit with a minimum of 10,000 folks signing up. This is cheap fun, and people will love the chance of winning their taxes or utilities for a year or more depending on how fancy they live.</p>	<p>The Totland Extra Lottery will be a straight gain to the bottom line of a minimum of \$45,000 to max \$250,000 for general revenues; plus a similar event and money for the Utility (probably just do Water/Recycling) ... so it could be an easy \$4-\$500,000 With a lottery license easy to get for municipal governments. It will also be fun in the media and the communications folks can have fun with it ... have one draw per month per category to keep the momentum and publicity going The numbers and set up are variable and it could be scaled up or down.</p>
<p>Reconsider centralizing customer service on the 1st floor. Consider investing those dollars in moving services online, and re-aligning IT and/or IT systems.</p>	<ol style="list-style-type: none"> 1) More online services will provide better, and more accessible, customer service to our residents 2) Create efficiencies (process efficiencies and more efficient communication) across the corporation 3) A more proactive image for the City
<p>Is it possible to get our business cards from a company like Vista Print on line?</p>	<p>It would be a huge cost saver for the City of Saskatoon, we would get our business cards much quicker and the way people change jobs and departments within the corporation so often, it wouldn't be such a money drain.</p>
<p>Use filtered water at the ice rinks. Filtered water freezes at a higher temp, thereby reducing the refrigeration costs. Also, it freezes firmer, reducing the amount of ice that needs to be scraped off between uses, thereby reducing the amount of water applied. I understand that filtered water is more expensive, but it would be interesting to see the ROI and the length of time to achieve it.</p>	<p>Reduced water consumption and refrigeration costs at the rinks</p>
<p>For legal suites, give the owner the choice of having one or two sets of garbage/recycle bins. My house has a legal suite and I chose to only have one set as we do not generate much waste or recycling. The second set was dropped off at my house - it seems the legal suite permit application triggered an action to send these. I was not aware there was a method to request additional bins - this should be highlighted for legal suites. Having another set also makes less frequent garbage pickups much more bearable.</p>	<p>Allow citizens/customers to choose the garbage bin level that suits their and their tenants needs.</p>
<p>Compare the travel budget of Saskatoon Police Service to the travel undertaken by the rest of the Corporation. I suspect the City could save a large sum of money bringing the SPS travel budget into line with the level of travel experienced by City Hall staff. The number of conferences attended by SPS staff is incredibly disproportionate to the rest of the Corporation.</p>	<p>Cost Savings</p>
<p>This is an opportune time to stop the practice of the City paying for clothing that is non-uniform and non-safety. The fact that inspectors, meter readers, WTP maintenance staff and other non-uniformed employees around the City have clothing allowances that are not PPE or for standardized uniforms is not a fair use of tax dollars. I realize that these allowances have been written into union contracts but would like to point out that it is distasteful as both a tax payer and a female (it seems that these areas are traditionally male dominated). These costly clothing allowance perks likely came about due to a member of a union executive fighting for extras for their own small work area.</p>	<p>Cost Savings</p>

Focus on efforts to reduce/eliminate overtime through better management and incremental hiring practices.	Hundreds of thousands of dollars are spent on paying employees overtime according to the Public Accounts report. In many cases these are likely additional hours that could be eliminated through better management and more efficient work habits. In other cases these are incremental hours of work that are needed - however the spend on them could be eliminated by allocating them to another FT employee with spare capacity, or cut in half by hiring a PPT person to work those hours.
adjust development permit fees and adjust concept plan fees to more accurately represent the costs of the associated work	increase revenues
Alternative sources of energy. Solar power. Yes, it requires an infrastructure cost up front. But that is what reserves are for, capital improvements. If we cannot use the reserves to address our budget issues, lets start seriously exploring alternative ways to function for less cost.	Reduced utility costs for all our buildings.
Alternative sources of water for irrigation. Irrigation is a huge cost for green space, water costs for spray parks and paddling pools. Collect this water, filter and sue for irrigation. A capital outlay to start but significant savings down the road. Grey water irrigation for green space. prevalent in southern USA. Should be designed I new developments for collecting, filtering, and reuse as irrigation for parks and lawns.	Huge cost savings and environmental savings.
Reduce the amount of garbage bags being disposed of by having the janitorial staff only remove the bags with food products on a daily basis, rather than a bag with only a few things that could be left for a couple days. There could also be an agreement within offices for a specific garbage for food waste that can be emptied more often. Everyday my garbage is removed with only a single item in it.	Reduce the cost of garbage bags on a large scale. It will also reduce plastic waste.
Employee password recovery for locked login accounts. Currently IT must be contacted to unlock login accounts. If when an employee account was set up it included the employee answering a series of preset questions which could be used to verify the employee to allow the employee to unlock the account.	saves time and money
Review development permit process to identify opportunities to establish a 100% cost recovery program supported by the generation of fees for service.	Transfers appropriate costs for service from mill rate to user fees.
Develop a comprehensive City wide stores and material management strategy	Ensure we have a strong strategy for managing all our material requirements including parts, consumables, PPE, inventory controls, dispersement, storage, ordering. Also includes staffing plans, determining appropriate physical and employee resources. Includes a balance of internal vs external contracted resources. Examine the option of developing blanket contracts with external materials providers who can supply and stock materials in cabinets (e.g. Vallen). We could therefore defer staffing and inventory to an external supplier where it makes sense. This would improve accountability, material management and reduce waste, material loss, etc... The strategy would clearly outline where and why the City would take full responsibility of some resources and where external resources would be best to handle other materials.
During non-business hours, allow for paid public parking on lots currently designated as only for use by city staff.	It will generate revenue for maintenance of the parking facility and possible additional general revenue.
Reduce the service level on statutory holidays at the Leisure Centers. Currently, most sites have the same hours of operation. Could consider closing earlier on December 24th too.	Staff cost savings; utility cost savings.
Close the Terry Fox Track during the summer months.	Reduce expenses.

<p>Renovate the washroom / change room in City Hall basement - knock out the two large multi-purpose washroom/change rooms and replace it with 3-4 shower stalls and 1 small bathroom.</p>	<p>With increasing emphasis on Active Transportation more and more employees are riding their bikes to work. The problem with our current facility is that often during commuting hours the two available change / shower rooms are tied up by facilities staff using the washroom... and equally having two is too few for the amount of people using them.</p> <p>Creating a greater number of showers / change rooms / lockers (like at a YMCA) will remove a barrier for people wanting to bike to work. Encouraging greater AT use will not only reduce a loss of work-time for staff waiting for available change rooms, but it will encourage healthier lifestyles, resulting in cost savings in reduction of sick-time / disability claims.</p>
<p>The City of Saskatoon offers the Leisure Access Program. Successful candidates receive a leisure card (either individual or for a family), one registered program per year and complimentary tickets to the PotashCorp Playland rides. Although it is important that all residents of Saskatoon have access to leisure opportunities, the program could be tweaked. Candidates should still get the leisure cards. However, the registered program and ticket amounts should be altered. There should be a cap on how much the city will spend on the registered program. In the past, the city has paid for certification courses that cost over \$350. The max limit should be the highest cost of swimming lessons. It is felt that complimentary tickets to PotashCorp Playland are not needed. If the city wanted to provide tickets, they should set a maximum per year per family.</p> <p>The city could also charge a \$5 or \$10 administration fee for the Leisure Access Program. Candidates do receive a lot out of the program.</p>	<p>In 2017, the city has spent over \$10,000 within the first six months of the year paying for registration fees for the programs. If there was a cap on how much the city was willing to spend, this would add up throughout the year.</p> <p>Charging a small administration fee for the card would help with the costs of footing the bill for the registered program fee.</p>
<p>During the summer season, the leisure facilities patronage drops off. It is felt that not all facilities need to stay open until 9:00p.m. on weekdays. The facilities that do well each night could stay open until 9:00pm. The facilities with lower patron numbers could alter their operation times (one night Lakewood could stay open until 9:00pm and the next night Lawson Civic Centre could stay open until 9:00pm).</p>	<p>Staffing costs would be reduced (Rec staff, Cashiers, Lifeguards, etc).</p>
<p>Patron numbers for drop-in fitness classes drop in the summer season. The city of Saskatoon needs to review how many classes are offered during the season and when. For example, if the Saskatoon Field House has an evening Spin class, the Shaw Centre should not have an evening Spin class. Yes, the facilities are on different sides of the city, however, if patrons want to go to Spin class, they will drive to what facility it is being offered at.</p>	<p>It is difficult to find instructors to teach in the summer. It would also be a cost saving to the city because if we are not meeting minimum participant numbers per class, we are not covering the cost of the Fitness Instructor.</p>
<p>Offer an early retirement incentive plan</p>	
<p>Apply a portion of money from claim recoveries to deductible reserve to relieve pressure on mill rate</p>	<p>Cost Savings</p>
<p>Review corporate procurement of office supplies – perhaps there could be savings if purchases made from bulk dealers</p>	
<p>Devise a corporate summer student/intern program</p>	<p>Efficiencies in corporate alignment</p>
<p>Energy saving measures and revenue potential – increase recycling, turn off lights, explore solar energy for City Hall and other civic facilities, implement solar strategy which may lead to revenue for SLP</p>	

Large scale event rentals (swim meets, dive meets, etc.) that utilize the Daktronics Timing Systems at the Shaw Centre should be charged a flat rate per meet. The City of Saskatoon has technical support that is either on-site or on call for the meets. This is not cheap. It is believed that other cities have a rate that events have to pay for using the equipment.	Charging an equipment fee for events would help to pay for the cost of the technical support. This would also help to pay for maintenance on the equipment throughout the year.
Other than the large score clock, the Shaw Centre does not use any of the timing systems on a daily basis, however, they have to pay for the upkeep of the equipment so it is usable by the clubs. The clubs should have to cost share the maintenance costs.	
Review retention policy for files and other material sent to Crown – dispose of extra files, savings of storage fees	Cost savings
Review fine amounts for life safety offences, repeat offenders, etc	Additional Revenue
Review booting/impounding fees	Increased revenue
Apply additional fees for out of town users of civic services	Increased revenue
Lobby the Province for the ability to implement a penny tax (or the like) for all transactions in City	Increased Revenue
Purchasing/sponsoring of civic facilities and structures	Purchasing/sponsoring of civic facilities and structures
Explore contracting out of public transit	
Better management of overtime	
Continue with continuous improvement/LEAN initiatives with a view to cutting waste – encourage employees to take accountability for actions and encourage managers to enforce rules (have a period which is discipline-free to correct behaviour and then start taking more serious disciplinary action on a standard scale or schedule)	
Get rid of all the tax abatements How much is the city's tax abatement program liability??	It will make taxation fair and property owner pays their fair share. Also will reduce the tax increase as a property owner.
get rid of the police motorcycles	they are unsafe and mostly useless in any police work and for our Siberian weather even more useless.
Increase animal licenses to at least \$150 per animal	Pay for some of the infrastructure and maintenance that the city provides for animal owners
Sell the farmers market or what I call a ghost town. It is not active enough during the week.	Bring revenue to the city.. It is not providing much to the city the way it is operating now. It needs a serious change and start to generate more money for the city if it stays. It is only open 1.5 days a week in total ... that is not acceptable.
the new art gallery is way over the top for the city ...even if the city is paying for only 1/3 the cost. This art gallery is to big for even New York City.	I guess the city is stuck with it ... but going forward with operations will always be stressing the city....I guess we could demolish the new art gallery to save money. But that doesn't make any more sense than building it!!
Conduct a Core Service Review by division requiring each division to identify its primary services (core and non-core)and provide recommendations for: increased efficiencies, cost savings and opportunities for improvements.	To save cost and achieve greater efficiencies in the administration of our services.
As a carrier in the eyes of the provincial government we are bound by the Commercial Vehicle and Driver Record Keeping Regulations. Under these regulations we must keep on file a driver abstract for each of our drivers which must be renewed yearly. We usually have anywhere from 2500 to 3000 drivers at any given time. Based on the \$15.00 cost per abstract the total can be anywhere from \$37,500.00 to \$45,000.00 per year. SGI has recently allowed us to obtain an electronic copy for no charge through MySGI. I am the only one with access to these employee abstracts. In order to make this happen all drivers must sign SGI's form. HR has refused to assist us in using this form although they currently have our corporate Driver Abstract Consent Form signed at time of hire. Going this route would be a significant yearly savings in our budget.	Significant yearly budget savings to department

<p>Review our internal approval processes and consider where they can be streamlined to create efficiencies and reduce costs. We've added red tape over the years; are we adding value? Are we really saving money? For example, the cost to the City of a sit-stand desk attachment is \$800 installed. However, the approval process now involves at least 7 people (and requires the employee to authorize their health care provider to release otherwise-private information, and then widely circulate it). That process costs more than the \$800 equipment - it's just not as obvious as the furniture budget. And that's not factoring in the cost of sick time, increased use of benefits, etc., some of which could be prevented if people aren't sitting all day.</p>	<p>Greater efficiencies, better use of staff resources.</p>
<p>Establish a city owned and operated concrete and rock crushing facility at Recovery Park by the Land fill. Getting Recovery Park up and running is a joint initiative and equally important.</p>	<p>The concrete and rock crushing facility will divert a considerable amount of material from the land fill that is not only recyclable but also in demand for roadway and infrastructure projects. It will extend the life of the land fill and reduce costs for future city infrastructure projects</p>
<p>To set up an independent whistle blower hotline and whistleblower protection policy.</p>	<p>This will give employees the confidence to report allegations of fraud including misuse and misappropriation of assets. Currently there are no such systems in place and employees fear reprisal and job loss for any reporting. Unfortunately I am of the understanding that anyone in the past who has made a formal complaint or made a grievance through the union is no longer working here (ie rock the boat = lose your job).</p>
<p>Reduce the amount of management personnel by consolidating groups and reassessing management requirements (ie supervisor instead of manager) Reduce the number of all leadership & management meetings by providing information from City Manager to GMs, GMs to Directors, Directors to managers/supervisors, managers/supervisors to staff. Using technology such as surface hubs, conference calls, or video conferences for meetings.</p>	<p>Decreasing the number of management personnel will reduce the monies paid in salaries. Cost savings with reduced costs for meeting facilities, food & beverages, travel allowance, parking, and employee salaries used on wasted time due to travelling for meetings.</p>

<p>AMI stands for Automated Meter Infrastructure, this system is one of City Hall's newest and most technologically advanced systems. Unfortunately, due to a change in IT management during the course of this major project, the incredible success of this project has fallen prey to a number of misconceptions as well as misinformation. Causing one of our greatest IT successes to be considered something of a mistake or an embarrassment. Nothing could be further from the truth. The AMI project was set in motion (development) during the summer of 2015, and it began with an incredibly radical and unthinkable decision. The kind of decision that would ultimately save the City of Saskatoon somewhere in the neighborhood of half a million dollars and keep us from developing an IT dependency with yet another external business partner. It began with the decision to perform the AMI system integration in-house, using in-house technology. If you are not familiar with IT solutions this may not seem like a very radical decision, so let me provide some context. Util-Assist, our external business partner who was helping to oversee the execution of the AMI project connected us with a business provider who was prepared to setup our AMI integration by utilizing specialized automation software. As they explained during this introductory meeting, they employed thousands of experts around the world, were a major Microsoft partner, and serviced over half the Fortune-500 companies. They went on to explain that in all their years of business, they have never once encountered a city that had the in-house expertise to handle such an integration, let alone have the in-house software necessary to accommodate it. We kindly explained during the meeting that we felt confident we could handle the integration with our own people and our own technology. This external business provider thought this was laughable, and they did just that. They continued with their presentation by explaining the critical nature of approximately two dozen technical features that only their software solution could provide. They were shocked when we confirmed that our software handled each of those features, and they were speechless when we listed off another dozen technical features we felt were critical for the success of the project, features that their software did not have. Roll the clock forward about 9 months later during the spring of 2016. After a string of management retirements affecting the project, and the discovery that our in-house CIS utility billing system had a number of concerning differences from other municipalities, causing technical hurdles to the integration process. In a review meeting with Util-Assist and MeterSense, along with key project members from Revenue and IT; the representatives from these companies provided us with some very interesting feedback. They explained that when they heard we were going to tackle the integration process ourselves, they were shocked, and also very concerned. They went on to explain that after seeing how we integrated with the AMI technology, they had to admit, it is the best integration strategy they have seen in the business, better even than the major centers in Ontario.</p>	<p>20 Million in Savings A new revenue stream that could reach extremely significant profits annually.</p>
<p>Convert the Divisional business planning document into a SharePoint workflow. Creation of a standardized form for the submission of each initiative identified within a business plan.</p>	<p>standardization of a form would allow all key information to be searchable with SharePoint. Instead of asking each division to identify initiatives that require IT, diversity, or which of the council priorities the initiative aligns with, the form could include a series of questions or boxes to click to easily gather the information. This would eliminate duplication within the business plan themselves. Once in sharepoint, the options are endless on how the info can be pulled out allowing for each division to pull out information they need.</p>
<p>Replace the PSA and Road Report emails with a periodic email with instructions or a link to instructions for how someone can create their own RSS feed to them. It can also have a link to the web site where they live. The monthly email, will allow new staff and existing staff who may wish to re-subscribe the ability to access them again. My City could have a link to instructions posted on Saskatoon.ca for how to subscribe to these service announcements. This email could also have additional links of interest for new staff...a link to the training site, employee information, a link to resources or SharePoint sites that share these resources.</p>	<p>Save staff much time. Between creating rules to delete them and getting distracted by them when sifting through email I'm sure I have wasted at least 3 hours a year on avoiding them. For the information sharing idea, City of Saskatoon employees often have an "I assumed you already knew" perspective. This would help take a step closer to breaking down some of the information boundaries at the city.</p>

1. Possible Additions of an audience driven section containing a link to division and team sites that City Clerk's staff can access <s://mycity.saskatoon.ca/corporate/clkcs/Pages/default.aspx>

Have each area do workshops to identify their business processes and review them to ask why are we still doing this work this way? With the availability of the SharePoint workflow tools and other corporate software, we no longer need to have so many manual processes. We shouldn't have the perspective of "Well they like a printed copy of that" or "We have always done it that way" or ""they* like doing it that way". 1. We need a policy to push for less paper use, we need to make it not okay to print extra copies if there is already an electronic copy of a file/form. Everything that is printed should be assessed regarding where the printed copy fits in their business process. Is it extraneous? Could it be replaced with something electronic? 2. "We have always done it this way" isn't just a statement revealing someone's unwillingness to change, it's a perspective that keeps others back. Back from new ideas, new efficiencies, and engagement. It discourages new staff when this is a perfect time to change. Thinking "they like doing it that way" comes from being told that, not actually talking to the people that are being talked about. When someone who has been here a long time starts spouting "they won't, they can't, they don't" about other groups it marks them for new staff. We start - over time - thinking that maybe they are right. This year I talked to someone whom I had heard over and over again were the bottleneck to an issue, when I talked to them, they wanted the change. No one is talking to each other. When I started - not too long ago - there was a lot of this thrown around, now that there are more new staff, it's being mentioned less but it is still in the culture. We are used to hearing it so much that we - even new staff - assume that these negative boundaries and perspectives are still strong and real. In the last year I have noticed that most of the time when I think "they don't want to", "they haven't thought about this", "they are always resisting this", I am pleasantly surprised that people don't feel this way anymore. I'm not sure if it's retirements or the addition of new staff, maybe training? but people are stepping up. I would like this positive change to be acknowledged and verbally recognized as a good thing. Management needs to be the first to say that we are interested in moving forward, being autonomous, letting people be innovative. Upper management needs to work on creating a culture where these old perspectives are challenged and not in a "don't think that" way. Do it by putting us in rooms together, working together, providing cross department opportunities for us to show our similarities. Corporate training has been a great way of doing this. Every time I take a course, the most benefit is that I get to know the people I help, could help or that could help me do my job better. We are able to challenge each other to change if given the opportunity. We just need management to not just value it but walk the walk.

Get rid of TSE what took me 5 min on paper takes 20 4x as long

Much time is spent by enforcement dealing with complaints about vacant lots and properties where there is an absentee landlord. This is true summer and winter. Properties are not maintained and adjacent sidewalks are not shoveled. The city makes it very affordable for large companies and landlords to own these properties year after year. Often cheaper than cleaning them up. I believe that every year a property is neglected and left vacant - boarded up or fenced (old gas station sites) their taxes should double until either they sell or spend the money to clean it up. These properties are everywhere. They encourage dumping, impede mobility, and are an eyesore for tax paying residents in their neighborhoods.

I believe any group using the riverbank or downtown areas need to pay for all the private parking they require. It is not fair that every citizen needs to pay for parking and large groups who are using our streets and parks (and making money at it) do not have to pay.

I believe that before the city spends large amounts of tax dollars on small groups of enthusiasts ie museum goers or bike lanes for riders - some type of a vote should be taken. A minority of people utilize these very expensive endeavors and money could be better spent on our older neighborhoods that require immediate attention and upgrading rather than constantly snow clearing and maintaining bike lanes for a few.

Bring the truth to the forefront, start to remove these marks against areas, people, ideas.

Let us get to know each other, it's human nature that we don't think of others as individuals if we haven't known them as an individual. We shouldn't think of a thing when we think of "Revenue" or "Transit" or "IT" we should all have an idea of who the people are in those groups, and maybe even we should all know someone from each of these areas. We need to put a face to these areas or roles. And it's not just one face. And I want to know the faces of management. what do you believe? how do you want to grow? what do you think we are capable of? Maybe management needs to start a SharePoint blog.

it would save \$1 million a year in lost time spent at these useless computers

Long term prime locations will be used and not be an eyesore. Short term all the different departments will not waste valuable time and resources checking complaints, tracking down these landlords and attempting to get them to look after these properties.

People (groups) will not stop having events just because they need to rent the stalls and even if given a cut rate it would be better than nothing at all. The standards should be the same for everyone.

Short term people mind taxes going up less if they feel they have input as to where its being spent. Long term same thing.

<p>Review all of the salaries from last year and flag all the people who made more than 10,000 in OT last year.</p> <p>For each one. Review the business requirement which is necessitating the OT and see whether it can be made more efficient: use technology and automation, or plan better? Re allocate resources from other areas? Cross-train people who make less \$\$ so that they can do the OT. Staff who make the most \$\$ should not be the ones doing the OT if someone making less can do it just as well. Always ask the question: is there someone in a lower paid position just as capable of doing the work? ...ask questions, know your staff. know the gaps.</p>	<p>Save OT pay and time, increase the # of people who can do something, decrease the time needed to complete processes (during work hours) so that resources could be reallocated to other things.</p>
<p>Utilizing high school kids to volunteer their time through an industrial arts course to build small City buildings ie: park sheds.</p>	<p>This would be project based activity. Any building or structure that is simple, shed, garage could be built by the students. Kids would get a feel for their community and their city in a bigger way as well as it would be a huge cost saving in salaries. This has been done in high schools where the kids have built a private garage, so why not something for the city they live in.</p>
<p>More opportunities to work from home for non front line employees.</p>	<p>Savings on office space, leases and operating costs.</p>
<p>EDO's everyone second Friday.</p>	<p>Additional EDO's to lower compensable working hours within pay period (i.e. 37.83 to 35 hours per working week).</p>
<p>Year round bi-weekly garbage pick up.</p>	<p>Cost savings through no weekly pick up during spring/summer months</p>
<p>Toll booths on Martensville/Warman Highway coming into the City</p>	<p>additional revenue generation</p>
<p>Higher leisure fees (i.e. swimming lessons) for out of city residents</p>	<p>additional revenues</p>
<p>Higher taxes for vacant (parking) lots</p>	<p>Spur development on vacant sites, additional revenues</p>
<p>Streamlined processes for all land use applications (development permits, rezonings, subdivisions) through a "cut the red tape" exercise.</p>	<p>Generate additional tax revenues, economic multiplier effects, etc.</p>

I work with the Systems Team in IT. We deal with the servers for the corporation. My idea is to change the way we deal with development and staging servers. You see, typically when a server needs to be built for an application (Microsoft Project or Documentum and so on), 3 servers are actually built: Production, Staging and Development. Development allows the developers to try out new changes without putting them into effect and Staging is for changes that need to be tried out over a longer period of time before being put into Production.

But inevitably many of those Staging and Development servers get very little if any use. Not every application group uses them for changes and not every piece of software has changes done to it using a development environment.

My idea is to change this model. In my proposal Staging and Development servers would not be built by default. If an application owner wanted them, they would have 2 options:

1. Propose a business case to the system architect for having them built the current way.
2. Spin one up themselves in an Azure cloud environment.

Create a community for Business Analytics. With all the intelligent people here at the City of Saskatoon, we need to generate a movement to make smarter decisions. We collect a lot of data and we can give live feedback on how we are doing as a corporation.

1. It will save money because many application owners won't ask for them to be built anymore, the number dropping even more as they get used to the idea. We currently have around 200 Development and Staging servers. I don't have hard numbers on how much money their elimination would save, but I would make a very rough estimate as high as \$200K. This includes things like computer and network resources, power consumption, and administration costs.

2. It will also save us money if they choose to spin one up in the cloud. The great benefit of this second method is that typically such servers only go on a pay-per-use basis. If we build them a server the traditional way, it keeps running day after day consuming a certain amount of resources while idle. With this particular cloud method all the only costs are for the computer resources that are actually used by each server for a particular task. After each task is complete the said server goes into "hibernation" so to speak and costs nothing to the end user.

We would be able to make smarter decisions with valid and live data. Compare this business intelligence to driving a vehicle, when looking at reports currently, we are looking in the rear view mirror. However, live analytics allow us to drive while looking forward, through the windshield. I don't have all the KPI's for each division, but I would love to lead this group. However, this group would require an executive sponsor. Someone to help make sure it remain relevant at all levels. One live analytics report that I am currently preparing is within IT, is a live budget report. This will show our fiscal spending as it happens and will make sure we are on track. It is difficult right now to react a month later for any GM, Director or Manager. This live view could save us thousands and create better, smarter decisions.

We've got to spend money to save money!
Building envelop retrofit at CSE -- this building is literally from the 50's and needs modern windows to keep the elements out. The ability to turn the lights off would be good too. Also, how about a solar farm on the roof like the Two-Twenty solar co-op?

Investing now in building systems (capital) to reduce costs in the future (operating).

We need to start having User Groups and Contractors put a refundable deposit down for keys and access cards that they sign out from the city. \$100 for user groups, \$250 for contractors. If they don't return keys and cards we keep the money to off set the cost of cutting more keys, potential keying of locks and the purchase of new access cards.

This will hopefully ensure that we get keys and cards back and save the city some money. If you are interested in pursuing this I would certainly be available to give you more details as to what the current process is.

As you know we have been looking at the possibility of purchasing an ERP system; and it will be one of Saskatoon's largest expenditures. I recommend that management consider an open-source solution. Meaning we would have the option of updating and maintaining the source-code directly. Our original CIS purchase had this agreement and it has saved the City millions of dollars in ongoing support and contractor fees. In an RFP the closed-source would likely come in at a lower quote value, but the vendor will have the ability to make up the difference, and much more, through ongoing modifications, business tweaks and support.

The concept is simple. Think about purchasing a car. If it is a closed source the only place you could fix it would be at the dealership. To fix some closed source solutions we pay the vendor upward of 200 dollars an hour. If we went open source we could develop in-house expertise and a fraction of the cost.

On the CIS system (Utility Billing) we purchased the source code from the vendor. That allowed us to save millions in consulting fees and allowed our own staff to customize solutions. If upgraded to a .NET solution we could keep running the system. There are tools and in-house expertise to accomplish it.

It would save millions on developing a new system. Ask Federated or the Federal Government. If we had more open ERP we could integrate this system with minimum of disruption.

Leave Silverwood Dog park as is. I live in that area and with the budget situation and chatting with others I think leaving it would be viable and a cost saving. I wouldn't let my dog off leash there anyway because of coyotes.

Cost saving of constructing a new fence

There is a lot of administrative duties that take away from valued work. Sometimes resources are taken away from essential services and put elsewhere. For example the Utility Billing that handles millions is 2 short from the previous administration. As a manager I would not want to scrimp in that area as consequences may hit the paper.	A constant revenue flow
Install bigger fans and LED lighting in the track area of the Field House	Lower utility costs and cooler air temperatures in the summer (which may increase usage)
Hard hats for people setting up signs instead high vis hats	not as uncomfortable and better face cover from sun
Eliminate our greenhouse and associated resources to grow plants for flowerpots and parks and RFP for supply of plants for a set term contract.	Eliminate the need for a costly facility to operate and maintain and the associated staff and input costs. It is likely a much cheaper option to have another greenhouse in the city grow these for our use.
Close all the indoor recreation facilities on Sunday's to match the public library closures during the summer months (June - September) and also close the recreation sites on statutory holidays through the year.	Savings on wages and benefits especially on stat holidays together with less materials used to operate the buildings during these times. (eg paper/soap products in washrooms) Wage savings would be noticed in 2 departments not having to pay higher wages on stat holidays.
Open only one outdoor pool on each side of city.	Operation savings by not having to maintain, staff or operate 2 sites.
Don't heat the outdoor pools.	Savings on energy costs.
Close Recreation Centres Sundays and Holidays for the Summer season only to match libraries and other civic services.	Save on labour: programs, operations and maintenance costs. Currently low usage and little value lost to citizens.
Examine the idea of replacing sick time with personal days off. 3-5 per person. How do other Cities / businesses manage attendance issues and promote employee wellness	Reduce sick time expenses. Will require a thorough review of time management practices with other businesses / cities. We could be a civic leader across the nation? Internationally... Will require extensive consultation with the Unions. Will require development of a thorough fit for work strategy. As people may come to work sick we will need mechanisms to send sick people home where they would use their personal time. Need to dovetail with accommodation and LTD programs. Would reduce administration time on managing sick time and attendance programs. Potential to save \$\$\$ is extensive. Challenging to implement but worth a review.
Better management of spending across the organization. Some divisions have operational budget money that is not essential to core services but they have to spend the money or there is fear that it will be lost / taken from them. Therefore they purchase items that are more "wish list". Other divisions have pressures on their budgets that may result in reduced service levels due to extraneous circumstances out of their control and they cannot purchase needed items. Have vs have-not dilemma. Develop a mechanism to share resources better where some divisions can support others in time of need. A system that does not penalize a group for underspending of budgets.	Better use of resources. Decreased variances and improved services to citizens. Unsure how and if it can be implemented but worth some analysis.
Park and Ride, straight no stop to downtown from major centers like Wal-Mart's, Confederation Mall, Circle Park Mall, Lawson, Stonebridge Wal-Mart or Home depot or the new Transit COC for employees or others who work downtown.	Less cars downtown and less parking congestion. Many City employees and others whom work downtown commute from out of town, so have to either park down town and pay \$10+ per day or park 12+ blocks out and walk or bike 15 minutes(fine in Summer). This would allow them free parking and then the cost to ride the bus. 2 fold - Offer new service and increases transit ridership = money for the city
Get a new update corporate wide time management tracking system and a new payroll system that is loaded with problems and isn't segmented or divided into so many sections that it doesn't talk to work together.	A proper tracking system that isn't ancient and a payroll system that isn't loaded with problems. Too many people are manually keying information for staff time, and for each keystroke entered it creates mistakes exponentially. Too many people are not getting their proper payment, hours are missed, and not everyone can check their paystubs because they have no access to computers. By the way, it says in SK labors laws that everyone is guaranteed access, so there could be violation of SK labor laws here.

<p>All Saskatchewan municipalities face common tasks.... for example printing , folding, inserting & mailing out of transactional mailutility statements and tax invoices.</p> <p>The City of Saskatoon Printing and Mail services may have some lower production costs to create transactional statements (printing/folding & inserting) . Our equipment could be more robust than equipment used by smaller municipalities. The cities could have higher cost per copy for print & lower impressions per minute on their MFP's . Their folding and inserting of bills may be done manually.</p> <p>Could it be possible to offer the service of the printing & preparation of transactional mailings to other municipalities? (Examples could be PA, NB, Yorkton) .</p> <p>Print files could be sent electronically and produced in our facility (Print/Fold/Insert) and upon completion the City of Saskatoon could deposit these items to the CPC facility in Saskatoon.</p>	<p>Potential revenue generation for the COS and cost savings for the other municipalities.</p>
<p>There is a plan to put a wall around much of the WTP. There already is a fence around most of the plant which doesn't need to be replaced. Add more fence instead of a wall. No matter what is put up people will get in if they really want to.</p>	<p>This will reduce the cost of the project by about half. It will also eliminate graffiti and hiding spots. What does CPTED say about this project? Kids are more likely to want to climb a wall than a fence to see what is inside. The WTP doesn't need to look like a fortress.</p>
<p>As we become a larger metropolis I feel we need divisions focusing on their business mandate and the costs for all activities related to that mandate to be transferred into their budget so they can provide those services in the most efficient and cost effective manner.</p> <p>Some examples are:</p> <ul style="list-style-type: none"> •Urban Forestry should complete all work related to trees in the city related to public property instead of Facilities being responsible for some trees when we do not know how often they should be checked for disease and damage, etc. •Facilities being responsible for the care and maintenance of all Facilities/Structures/Amenities in the City of Saskatoon owned and operated by the City. (SLA's are being made up at this point to quantify and document frequency and level of expectations) •The operations of all Board run facilities should be run by the Board (ex. Make to Libraries and Remai similar to TCU Place and Sasktel Centre) for simplicity and efficiency of operations management while the Facilities Dept. would oversee the Capital Management. •The programming of all services for the Community should be run by Community Services (ex. Albert Community Centre management should be administered by Community Services. Facilities Dept. would still maintain the building in partnership with Community Services similar to other Community/Public service buildings.) •Facilities should manage the Tree Grate maintenance as this has been a hot potato for many years and no one wants to take ownership of all the grates leaving some unattended to and a potential liability issue. •Facilities should be responsible for all graffiti on public amenities/structures in the City. Businesses (Sasktel, Shaw, etc.) would be charged back when their infrastructure was cleaned. 	<p>Having Departments that are trained and experienced in a specific mandate complete all the business tasks related to that mandate in the City of Saskatoon reduces costs that are a result of inefficient processes. These processes that other Departments use because of lack of knowledge, lack of trained staff that take longer to figure out what is necessary to be accomplished, and having to bring in outside contractors to complete the work at an increased cost overall could be avoided by the correct department having oversight of the specific mandate in the first place. Also the question of liability and risk management comes into play when questions of contractual obligations and precedent setting decisions are made by those not familiar with standard practices or previously established procedures. (ex. Community Association agreements (MOAs) and Facility Lease agreements). Further to this point, when there is more than one department handling documentation of a certain type (Leases, MOAs, Building As Built, etc.) a lot of confusion and an unnecessary waste of staff time is spent tracking down these documents when this could be avoided by one department being responsible for them. Finally having the City responsible for all Graffiti in the city is a lot more efficient and will save costs to all parties as well as providing a superior public service by addressing all graffiti in an area.</p>
<p>Address abuses of leave allowances – namely sick time.</p>	<p>Savings</p>
<p>Move notices being sent by addressed mail to strictly electronic.</p>	<p>Savings</p>

Management training to increase productivity, cut down on time leak, and organize more efficiently.	Increased productivity and efficiency
Fewer management positions with more responsibility (broadened scope, more direct reports, etc.).	Savings
Review permit fees to ensure on par with similarly sized cities.	Increased revenue
Dedicate staff persons to Council correspondence at a mid range salary, and remove senior management from process.	Frees senior management's time to deal with managing their staff and divisions/departments.
Make the necessary changes so that we're not paying exorbitant amounts of overtime.	Savings and improved public perception of City Hall
No sound walls for communities where noise-causing infrastructure was there before the homes.	Savings
Review user fees and ensure they're on par with similarly sized cities.	Opportunity for increased revenues.
Allow staff to opt out of PSA and Road Report emails, and restrict the use of the 'Everyone' email to important tasks (no retirement announcements etc).	Not having to deal with unnecessary email will increase productivity.
Enforce good tree pruning practices on Saskatoon Light and Power arborists - no heading cuts	If pruned properly at tree is less likely to sprout. When heading cuts are made, such as are currently often performed, a large amount of sprouting will occur (they are referred to as SLAP in the tree industry for a reason). A reduction in subsequent sprouting will reduce future service calls and thus save money.
Make it easier to adjust jobs. E.g., I am aware of a situation where there are currently 3 seasonal technicians. Their jobs could be done by 2 technicians with a longer season than they currently have and 1 laborer. In fact for the same amount of wages they could get an entire month of extra work in this scenario. A side benefit of this would be decreased turnover in the tech positions, as the season is shorter than most people desire. Everyone involved understood this, but it was not pursued b/c the process, as explained by mgmt., was that the dept would have to go to council saying they didn't need one of the tech positions, and then in a separate process say they needed a labourer. Approval of the first did not necessarily mean the second would be approved, leaving the dept down a person.	More flexibility to perform more work for the same or less cost.
The City could remind it's employees of the vehicle idling policy and convey a strict no-idling message in City vehicles and equipment.	It has the potential to save hundreds of thousands of dollars in fuel consumption annually. It will reduce the wear on City vehicles and equipment. It will reduce the Cities greenhouse gas emissions.
As we become a larger metropolis I feel we need divisions focusing on their business mandate ... Part 2: <ul style="list-style-type: none"> •Public Works should be responsible for Parking Lots Asphalt repair/upkeep and sidewalk and curb repair •Public Works should be responsible for Snow Removal on all roadways/parking lots and sidewalks for City property. 	Having Departments that are trained and experienced Part 2
Stop operating child care in civic centers. Instead, "rent" the space out to a licensed full time child care facility with the agreement that they will remain open with at least 1 person on staff until 8pm, and that they will leave up to 5* spots available at any given time for Civic Center guests to utilize. *Not sure the magic number there, but something that is reflective of capacity/demand	It will be a win-win scenario - the city will no longer incur the cost/liability of the center, there will be more total childcare spaces, and greater availability.
Streamline bookings to a single, consistent intake. Right now I have 3+ means of booking rooms depending on where they are and who "manages" them - Clerks, Outlook, and Admins who have access to certain rooms. Other than HR / behind locked door rooms, the process should be completely straightforward. If an approval is required, it should be automated and pushed through the appropriate people (Clerks, Admins).	Efficiencies in time and better staff engagement (this is a very frustrating experience)
Re-evaluate the Vehicle & Equipment Divisions revenue model. From what I am aware they seem to charge each division/department within the city much more than fair-market-value for the purchase and maintenance of their vehicles.	It will save each division/department money by allowing them to purchase and maintain their vehicles at fair-market-value.

Create a revenue model for the sale of Digester Gas at the WWTP. Instead of looking at costly Co-Gen projects that would likely create new problems such as higher maintenance costs, we should be focusing on what we do best at the WWTP, which is the processing of wastewater. What many oil/gas companies do is find underground reservoirs that they can pump the gas to for storage until the price of gas is at an acceptable level and then begin selling it to the grid. Obviously this would require scrubbing facilities, but I believe a Partnership may be the way forward with that challenge.

Much of the digester gas, and currently all of it, is flared off, resulting in the loss of hundreds of thousands of dollars in potential revenue each year. By selling the gas instead of trying to reuse it as we did in our boiler system, we will also save on the cost of repairing the boilers due to the dirty gas.

ELECTRONIC LEAVE REPORTS - Each year the corporation processes over 90,000 Leave Reports. In Project Services we developed an Electronic Version of the Leave Report along with an associated submission/approval process that has not only benefits in avoided paper costs, but also greatly improves Leave Report tracking, eliminates potential for Leave Reports getting 'lost in the mail' and greatly increases the overall efficiency of the process. Calculated annual savings for Project Services is roughly \$2,500 annually.

Implementation of this process corporate wide would save roughly \$10,000/yr in paper cost alone and FAR MORE in process savings and efficiency improvements.

The process of writing, vetting, submitting, approving and presenting Council Reports is cumbersome especially to those who are not familiar with the process or who may only write reports infrequently. Often those tasked with writing the reports may have little experience in doing so and the task will often take them away from their primary duties thus reducing operational efficiency.

Employees who specialize in certain tasks are better utilized in the delivery of such tasks rather than performing the admin function of report writing (for which they have less experience). This would also expedite Council receiving requested information as quickly as possible. The end result would better optimize stewardship of tax payer dollars.

Having an admin team dedicated to writing Council Reports would not only improve efficiency, but also free up specialist employees to focus on their more specialized tasks. This team would receive the report requests from Council then proceed to go to the necessary subject matter experts for the required information prior to packaging the report in the required format and walking it through the various approvals and sub-committees.

It should be noted that groups who regularly write reports whether for informational purposes or requests to Council either for funding or procurement award would continue to write and submit their own reports as they see fit.

ELECTRONIC PAYMENT REIMBURSEMENT - There are occasion where an employee uses their personal funds (credit card, cash etc...) to pay for goods related to their job. Such purchases are pre-approved by supervisors. Currently the process for reimbursement is a manual/paper process.

Benefits from electronic payment reimbursement are:
Easier tracking of reimbursements to employees (i.e. no paper work 'lost in the mail')
Faster reimbursement thus avoiding potential interest charges
Avoided paper costs
Process efficiency improvement which decreases related salary costs

Upgrading this process to electronic will have several benefits (see below).

REVISED TIME ENTRY PROCESS FOR PROJECT SERVICES - In September 2014, TU Admin implemented Time Sheet Entry (TSE) to the Facilities Division including Project Services. Implementation of TSE changed time entry for Project Services staff from a weekly electronic submission to a daily electronic submission, the latter being FAR more time intensive while removing significant functionality. The result was a loss of over 600 hours and over \$28,000 annually in decreased project delivery efficiency. There was no consultation with Project Services prior to implementation of TSE to assess the time and cost impact.

Revising the TSE data entry screen to mimic the prior time entry system (MS Excel) and allow time entry to occur once per pay period would address this unfortunate time and cost deficit. Adding additional functionality (i.e. historical search, save, print, etc...) would also improve efficiency. Of course this will require time and programming cost, but considering the current loss of ~\$28,000/yr, the payback period for this improvement would be well under 10 years.

It would also be suggested that any time a process change is to be implemented, the end user(s) should be consulted so that any time and cost impacts can be determined as well as the overall value of the proposed process change. While implementing TSE was undoubtedly good for TU Admin, it unfortunately diverted hundreds of hours of data entry tasks onto Project Services staff thus decreasing the latter group's ability to deliver much needed capital customer service projects.

It may be beneficial to provide Council with information regarding the cost (both time and monetary) related to the preparation of Council Reports. For example if it were determined that an average Council report costs tax payers roughly \$5,000 and 3 weeks of tax payer dollars to produce, Council would be better able to prioritize which requests warranted a report.

Related to this initiative would be mandatory Council orientation training to better understand how the various Departments, Division and Sections operate.

To cut down on the number of people who are angry they got a parking ticket because they entered their license plate number wrong, could we add another screen the customer has to go through on the machines or some kind of warning to the current screen that says "Entering the wrong license plate number WILL result in a parking ticket. Are you SURE you have entered the correct license plate number?" By having the customer explicitly confirm on this screen will even more clearly transfer the onus to them to make sure the information they've entered is correct and make it easier to justify the ticket.

UPDATED PURCHASING POLICY - The current Purchasing Policies (A02-027 and C02-030) are outdated and in need of revision. There is currently an initiative underway to revise and update these documents. Given the amount of procurement processes performed by City staff, having the Purchasing Policies would be of great benefit

get rid of the tax abatements and possibly the city could start increasing taxes on the vacant land downtown which would likely be a better incentive for vacant landowner's to develop their properties.

Revising the TSE entry screen will yield the following:

- Improved functionality and added value for the end user (with addition of features such as historical search, save, print, etc...)
- Cost savings of ~\$28,000 annually (for Project Services alone, more for other users)
- Time savings of ~600 hours annually in process improvement (for Project Services alone, more for other users)

Providing report cost information will better educate Council and allow them to request reports in a more streamlined manner to minimize associated tax payer costs.

The number of complaints going through is so unbelievably high its stupid, the review process is consuming a ton of resources unnecessarily and it is frustrating for everyone.

Updated Purchasing Policies will streamline procurement processes thus reducing the amount of hours required for the Administration to perform their procurement duties. This will result in projects delivered in shorter time frames and for less cost benefitting tax payers not only with decreased project costs, but also more expedient access to the services that the projects seek to deliver.

all we are doing downtown is recycling this idea of revitalizing downtown. For example the Midtown Plaza and CN tower were a revitalization project in the 1960's as was the Remai Hotel and Condo a revitalization of the 1980's ... and now we continue to revitalize the revitalization of 57 years ago. The city will continue to revitalize and never get to the goal they would like. It is that simple. I think it is placing too much hardship on the real tax payer and still we do not see any repayment to the city. 57 years is a long time to expect the rest of the city to support downtown without seeing a substantial gain in revenue or healthy revitalization of downtown.

<p>Printing and Mail Services could explore the opportunity to offer High Speed Document Scanning to convert existing paper files to electronic filing storage systems. (Content Management System) COS would have to inquire about high speed scanners to do this efficiently.</p> <p>This would be an offering that could easily be handled by mail-room staff . Could give casual staff more regular shifts , which would minimizes loss of staff due to lack of hours . Some of our casuals only get up to 3 shifts in a month . This would perhaps an opportunity to provide work for staff who are on light duties as well .</p> <p>(Another potential idea would be to offer an internal shredding service through the mail-room as long as it could be done cost effectively)</p>	<p>A typical office will (Based on studies By PriceWaterhouseCoopers and Gartner)</p> <ul style="list-style-type: none">Spend \$20.00 on labor to file each documentSpend \$120.00 searching for every misfiled documentLoses 1 out of 20 office documentsSpends \$25,000 to fill a 4 drawer file cabinet \$2000 to maintain itSpends \$250.00 recreating each lost documentMakes 19 copies of each documentAn office administrator will take 12 minutes to process a single document <p>Does the City use off site storage what are the costs for this service. What are the costs to retrieve a filed paper document when stored off site or archived? Reduce the risk of security breaches with paper files, reduce the risk of loss to disasters such as floods or fire. Space that is now used by physical filing cabinets could be dedicated to other workstations. COS can always use the additional space that now houses physical files. Electronic files would be more "mobile" and can be bate stamped</p>
<p>I think the city of Saskatoon should hire more visual minorities in all aspects and different areas in the city.</p>	<p>a wide range of diverse culture and move to a understandable future for our city.</p>
<p>I realize this has probably been said numerous times already but the Corporation needs to cut some of the red tape. In the 4 years I've been here, I've seen it get more difficult and time consuming to get actual work done. Memos being sent, re-write suggestions from Supervisors/Directors, re-writing, then through so many hands to get approvals to just start the process of getting pricing. A lot of money is first spent on the paper trail creation, and numerous meetings, before actual work can get done.</p>	<p>Savings with work getting done sooner and less costs on the red tape part of projects.</p>
<p>For Parks and Recreation: Let staff, especially casual staff, maintain the ability to hold more than one position. For example if someone is promoted from Lifeguard to Rec 8, instead of making them resign, create a substitute list they can be added on.</p> <p>Furthermore, a straight up substitute list would be helpful. Other Parks and Rec departments (including in Regina) let trained employees stay on their substitute list as long as they have worked one shift a year regardless of if they have submitted availability or have a regular shift.</p>	<p>Instead of having a shrinking pool of trained casual staff (as lots of people move on) and being forced to pay overtime and short-shifting because there is not enough available staff, employees will be interested in staying in the pool of casual staff (rather than quitting) because they can work on a casual basis instead of signing up for a regular shift.</p>
<p>Amalgamate Major Projects and Project Services</p>	<p>Reduce management staff required, and gain efficiencies in processes and administration in both areas.</p>

Establishment of a City Metropolitan Area Network (MAN)

The idea is not completely new, the IT Division has consumed services offered by the Radio Shop (wireless networking) and SLP (Fiber) in the past. These services have proven to be advantageous to the City for a number of reasons, such as, there was not a service available from a 3rd Party vendor, or to achieve improved performance for staff at remote sites.

This proposal is intended to view all the good work in the past combined from a continuous improvement perspective to formalize a corporate strategy for data communications. This would involve strategic partnerships within the corporation namely SLP and the Radio Shop. This strategy would define programs and initiatives and a technical roadmap for the City's data communication into the future. All of these critical pieces will require key individuals that would have the appropriate accountability and responsibility to one data communication strategy for the corporation. Today, IT, Radio Shop, Water, Wastewater, Traffic Lights, SLP fiber, AML meters provide services to the corporation, but not under a unified strategy.

There are many benefits that would be achieved as the data communications requirements for the Corporation will continue to grow at an unprecedented rate over the next several years. Having an overarching strategy guiding the programs and initiatives will provide the Corporation not only a clear vision, but drive operational efficiencies, innovation, service excellence for our staff and ultimately to the citizens, and cost savings. This does not exclude the need for external business partnerships that can provide and / or augment these services. One of the benefits of having a governing strategy is that you have a single collaborative holistic view of the data communication networking requirements for the Corporation. The team can then recommend the best solutions for the Corporation that will deliver service excellences in the most cost effective way to meet the business requirements with considerations for future growth.

This proposal can deliver cost savings for staff by eliminating duplicate effort, streamlining processes for the renewal of existing data services or the acquisition of new data services. These costs are very difficult to quantify today, an example of some of the savings that can be quantified are for a wireless data service that connects a corporate site onto our corporate network. Savings of \$3,000 to \$5,000 per year for just one of site based on specific requirements is achievable.

There is resounding agreement within the key business partners that there will be significant benefit for the corporation under a Data Communication Strategy. Having a unified Data Communication Strategy to build out a City owned and managed network infrastructure with a fiber network and wireless technology services including the future growth of the Internet of Things (IoT) that will play an integral part of the smarter city initiative and will deliver effective and efficient costing model